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Annual Report 1978

Public Service Commission
of Canada

1978

Volume 1

Public Service Commission
of Canada

Commission de la Fonction publique
du Canada

74 Annual Report 1978

Public Service Commission of Canada



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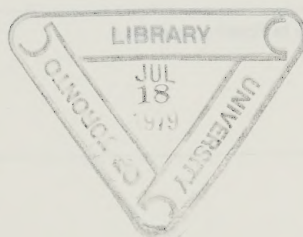
Volume 1

Public Service Commission
of Canada

Commission de la Fonction publique
du Canada

Annual Report 1978
Public Service Commission
of Canada

Volume 1



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The Honourable John Roberts
Secretary of State
House of Commons
Ottawa

Dear Minister

We have the honour to ask you to transmit for tabling in the House of Commons the Report of the Public Service Commission of Canada for 1978, published in two volumes.

It is submitted to Parliament in conformity with the provisions of Section 45 of the *Public Service Employment Act* (Chapter 71, Statutes of Canada 1966-67).

Yours sincerely,

A handwritten signature in green ink, appearing to read "Edgar Gallant".

Edgar Gallant
Chairman

A handwritten signature in green ink, appearing to read "Anita Szlajak".

Anita Szlajak
Commissioner

A handwritten signature in green ink, appearing to read "John Edwards".

John Edwards
Commissioner

Structure of the Commission

The Commissioners

The jurisdictional powers of the Commission rest with the three Commissioners—one Chairman and two members—each of whom is appointed by the Governor-in-Council for a 10-year term with the status of deputy head. Together, the Commissioners set the overall policy in accordance with the *Public Service Employment Act*. The chief executive officer is the Chairman. A majority of the Commissioners constitutes a quorum.

Appeals and Investigations Branch

Establishes independent boards to hear appeals by public servants against alleged breaches of the *Public Service Employment Act* and regulations in such matters as promotion, demotion and release. Decisions of appeal boards are final and binding on the parties and on the Commission and can be set aside only by the Federal Court. Investigates complaints alleging discrimination in the Public Service from both employees and applicants for employment; investigates complaints of questionable staffing activities brought to its attention by any source and other complaints concerning personnel matters generally. The registrar of the branch receives, reviews, classifies, allocates and follows up all appeals and complaints received and deals with enquiries relating to the work of the Branch.

Senior Executive Programs Branch

In accordance with the *Public Service Employment Act* and the Commission's policies, the Branch establishes policies and systems for the recruitment and selection of individuals for senior executive positions in the Public Service of Canada; and performs planning, counselling and staffing for senior executives, as these are non-delegated activities. Responsibilities include the Interchange Canada and International Assignments Program, senior executive resource planning and policy and systems development.

Language Training Branch

Basic language training is provided by this Branch on the Commission's or the individual department's premises. Specialized and developmental courses are prepared and given upon departmental request. Guidance and assistance is made available in various areas of linguistic training: teaching, program evaluation, testing and orientation of public servant students. The Branch is essentially at the service of departments and agencies who now have the responsibility to assure the linguistic training of their employees.

Corporate Systems and Services Branch

Promotes and co-ordinates departmental management systems through the operations of the following directorates: administration, computer services, finance, information services, personnel and internal audit.

Audit Branch

Carries out cyclical audits of staffing activities in all departments and agencies that come under the *Public Service Employment Act*, including the PSC Staffing Branch. Engages in special studies and conducts project audits on specific aspects of the staffing system and recommends changes where appropriate to improve the effectiveness of staffing in the Public Service.

Staffing Branch

In accordance with the *Public Service Employment Act* and the Commission's policies and directives, establishes staffing policies and procedures, selection standards and administrative procedures for Commission and departmental staffing. Responsible for recruitment and referral of external candidates; performs staffing activities not delegated to departments; and oversees departmental staffing activities to ensure application of the Act and Regulations. Co-ordinates those parts of the official languages policy for which the Commission is responsible, determines linguistic standards for bilingual positions, and tests linguistic competence of candidates and incumbents. Responsibilities include the Career Assignment Program, the Office of Equal Opportunities for Women, and the Office of Native Employment, as well as human resources planning.

Staff Development Branch

Provides executive, professional, managerial and supervisory training to public servants throughout Canada in response to departmental demand, by providing individualized learning activities, standard courses or training events custom-designed to suit the specific job requirements of a particular department or group of departments. Also responsible for the Northern Careers Program.

Secretariat Services

Is responsible for carrying out a corporate policy planning and co-ordination role on behalf of the Commissioners. Responds to requests for information from members of Parliament. Assures the flow of current business of the Commission.

Table of Contents

	Page
Introduction	7
1 Accountability	9
2 Towards a New Approach to Delegation	11
3 The Quality of Personnel Management	13
4 Equal Opportunity for Women	17
5 Senior Executive Staffing	25
6 Staffing in 1978	29
7 Official Languages and the Departments	35
8 Auditing the Management of Staffing	41
9 Equity and Fairness through the Redress Systems	45
10 Staff Training and Development	49
11 Internal Management	55
Appendices	
1 1978-79 Budget of the Public Service Commission	58
2 Delegation of Staffing Authority during 1978	62
3 Exclusions from the Public Service Employment Act	66
4 Leaves of Absence for "Political Partisanship"	67
5 Revocation of Appointments	68

Introduction

By the time this volume—our Annual Report for 1978—is tabled in the House of Commons and made public, it is likely that several events of a major significance for the development of the Canadian Public Service will already have taken place.

Among others, the Report of the Royal Commission on Financial Management and Accountability and that of the Special Committee on Personnel Management and the Merit Principle will have marked the beginning of a new phase in the evolution of human and financial resources management within the federal Public Service.

The Commission welcomes these fundamental reviews, as they provide the opportunity for all those concerned with the state of federal Public Service personnel management to clarify and focus their thinking on the basic principles that should be at the heart of human resources management. The Commission itself has been involved in this examination of fundamental principles as evidenced by our Annual Report of 1977, our briefs to the Royal Commission and Special Committee, and this Annual Report you are presently reading.

A brief glance over the Table of Contents will reveal the wide range of subjects and areas treated in this report. The Commission sees its Annual Report as a vehicle both for reporting on its various operational activities during the year and for sharing with the many publics it serves our thinking on certain key aspects of staffing and related management issues. Specifically this year, there are a number of areas to which we would like to draw special attention.

The question of the accountability of public administrations, a universal issue, is obviously one of real concern to Canadians; the very name of the Royal Commission on Financial Management and Accountability makes this clear. We are looking forward to the results of the efforts made by the Lambert Commission to grapple with the many dimensions of this problem. The question of accountability as it relates to the Commission's activities forms the subject matter of the first chapter of this Report. To whom is the Commission account-

able? Are the present means by which we render account satisfactory? How does the Commission balance the various demands made on it by its many clients including institutions and forces within federal personnel management? Chapter one provides some answers to these questions.

The concept of delegation of authority in the personnel management field is one that has roots in the recent history of the Public Service, and likely will be a key element of future developments in this field. Can accountability and delegation of authority go hand in hand? What has been the Commission's experience in this regard, and what are our plans for the future? These are the questions which are addressed in Chapter two, "Towards a New Approach to Delegation".

The Commission's briefs both to the Royal Commission and the Special Committee stressed a significant point to be borne in mind by both these organizations: that the solution to fundamental problems in personnel management must lie at the centre of any attempt to renew the procedures by which these problems are resolved. What are these fundamental problems? What steps has the Commission taken to aid in their resolution? What is the relationship of these problems to proposals for organizational change within the Public Service? Chapter three, "The Quality of Personnel Management", deals with these and related concerns.

Ensuring equitable access to employment and participation for underrepresented groups has been a major preoccupation of the Commission, along with its partners in this field, for several years. Chapter four, "Equality of Opportunity for Women", presents a comprehensive and detailed analysis of the situation of women in the Public Service: Are qualified women being recruited into the Public Service at a rate commensurate with their availability? Are women getting a representative share of promotions and of training opportunities within the Public Service?

Finally, what have been the results of Commission audits in 1978? What difficulties have been uncovered in staffing

procedures and practices? What recommendations have been made for their improvement? Chapter eight, "Auditing the Management of Staffing", provides answers to these questions and constitutes the most complete account of Commission audit activities in its history.

We draw attention to these chapters because we believe it is incumbent on all those concerned with the future of federal public administration—and particularly on those charged with the responsibility for taking the decisions that will affect that future—to become familiar with the day-to-day realities and concerns with which the Commission must deal. In this way, discussion of the future development of personnel management in the Public Service will proceed from an informed basis of knowledge about the full range of problems facing us today. It is these fundamental problems and possible solutions to them that must lie at the heart of any structural realignment of the personnel management functions to carry us into the new situations we are sure to face in the coming decades.

The decisions to be made concerning that future will demand careful analysis and sound judgment. The federal Public Service is the largest organization in the country; the proper management of this organization demands recognition of a complex series of forces. We must beware the danger of subjecting these forces to too simple or superficial an analysis in our efforts to solve the problems that we face. At the same time, it is important that the examination of these fundamental issues does not distract too much effort away from solving our short-term problems (such as those ensuing from cutbacks) or from making those improvements in personnel management that should not be delayed until any new legislation is passed.

We wish to express our deep appreciation to the staff of the Commission for their dedication and loyal support. We also wish to acknowledge the contribution and co-operation of deputy heads and their officials, whose commitment and support is so essential to the achievement of our mandate, and the contribution of the staff associations to the elaboration of policies and procedures. Finally, we wish to express our appreciation to members of Parliament and the Senate for the interest they have shown in how we are carrying out our responsibilities and for the opportunities provided to us to meet with them and explain what we do and why.

Accountability

One of the issues that has claimed considerable attention over the past two years is the question of accountability in the Public Service. The issue was raised in the media, discussed in the House of Commons, was the subject of informal discussions within the Public Service and led to the establishment of a Royal Commission. While the range of comment and investigation touched on all aspects of Public Service management, the question of accountability for personnel management is one of primary interest to the Commission.

The Commission, by virtue of its statutory mandate to staff the Public Service, finds itself within a complex series of factors affecting personnel management in the Public Service. For that reason, its accountability does not admit of a single, precise definition; it is pluralistic, multifaceted, due to the Commission's position within the structures of personnel management in the Public Service today. The Commission is accountable to different groups and institutions for different tasks; its means of discharging its responsibilities and of rendering account also differ depending on the function involved.

The Public Service Commission is a creation of the Parliament of Canada and it is to Parliament that it renders its primary accountability. Parliament established the Commission as an autonomous agency responsible for the administration of the *Public Service Employment Act*. The Commission, under this Act, is responsible for ensuring that the principle of merit is upheld in all staffing actions. The Commission discharges this responsibility by administering processes and standards for selection of candidates for positions in the Public Service, usually through the competitive process. It also provides and operates redress mechanisms, including the appeals process, which investigate appointments challenged as violations of the merit principle. It audits departments to evaluate the manner in which staffing authority has been exercised.

The Commission has not been, and is still not, satisfied with the means by which it renders account to Parliament. Under the *Public Service Employment Act*, the Commission is required to report to Parliament annually, through an Annual Report. It also appears regu-

larly before the Miscellaneous Estimates Committee, and from time to time, before other Parliamentary committees. However, the Commission continues to believe that Parliament should have the means for a deeper and more significant examination of its policies and operations, both to allow an opportunity for the Commission to render a fuller account of its operations, and to give it guidance as to Parliament's view of the Commission's role within the Public Service personnel management complex.

The Commission has itself been taking steps to remedy this gap. Meetings are held on a regular basis with Members of Parliament of the National Capital Region to discuss issues related to the mandate of the Commission that are of mutual concern. The Commission continues to provide information to Members of Parliament on its role and has recently published a briefing book for new members and members from the National Capital Region outlining the Commission's activities and various issues directly affecting its mandate.

The Commission's relationship to the Government is based on the belief that staffing is an integral element of management, and that the Commission, as much as is possible within the context of existing legislation, has a responsibility to ensure that staffing policies contribute to overall Government policy objectives for the Public Service. The Commission is a key advisor on the management of the Public Service and participates on a number of committees with other agencies in the personnel management field. The Commission participates with the Treasury Board, the Privy Council Office, and representatives of line departments in several committees. The Treasury Board Secretariat Advisory Committee is made up of deputy heads and senior personnel officers across the service; the Advisory Council on Personnel Policy, of Directors of Personnel. The Committee of Senior Officials is composed of key central agency deputy ministers and a small group of departmental deputy ministers, the latter holding their posts on a rotating basis.

Commission participation in these fora allows it to contribute its knowledge and explain its perspective in the formulation

of policies and the development of systems dealing with the personnel management function within the Public Service. Thus, the Commission can contribute to a greater harmonization of policies, and help build in the checks and balances necessary for the future development of personnel management.

The Commission, like other departments in the Public Service, also is accountable to the government for the effective uses of the resources, both human and financial, that have been put at its disposal. Its requests for resources are evaluated by the Treasury Board, and are included in the Yearly Estimates of Expenditures submitted to Parliament.

The provision of advice and consultation is not restricted to the Government. Public Service bargaining agents expect from the Commission extensive consultation on policies, processes and standards, as well as the protection of the rights of their members, in regard to staffing matters. Above and beyond the Commission's role as an observer in the National Joint Council and in addition to consultation on specific issues, the Commission, with the encouragement of the Special Committee on Personnel Management and the Merit Principle, established in 1978 a Joint Consultative Committee as a forum for an exchange of views on all matters relating directly to the *Public Service Employment Act*. Continuing consultations are also being carried out by the branches of the Commission when new policies or programs are being developed or where there is

concern about a particular program or regulation, or changes to policies and regulations.

The Commission's relationship to deputy heads has its basis in both its statutory staffing responsibilities and its general relationship with the Government. The Commission has delegated authority to staff over 90 per cent of all Public Service positions to individual departments, while remaining accountable in this field to Parliament. Departments are thus accountable to the Commission for the proper exercise of this delegated authority, and the Commission periodically reviews each department before renewing its two-year instrument of delegation. However, the Commission recognizes its responsibility to departments as well, a responsibility to remain sensitive, whenever possible, to departmental needs to provide services to Government and the public. Its policy on delegation has been reoriented to stress more of a management approach to staffing rather than detailed auditing of staffing processes.

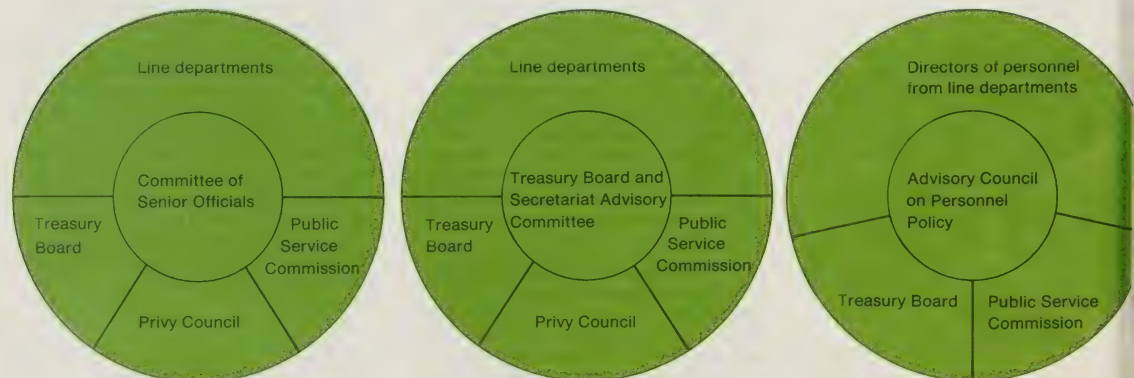
In at least two areas of its statutory mandate, the Commission is in a position to render account to individual public servants and the Canadian public at the same time as it discharges its responsibilities to Parliament. The provision of redress procedures to ensure the visible observance of merit is part of its responsibility to Parliament under the *Public Service Employment Act*. It is also a responsibility to be discharged vis-à-vis individual public servants. Public servants expect the Commission

to provide effective redress mechanisms; accountability in this area may be formally to Parliament, but in reality, is to individual employees as well. In the same vein, the effort to equalize access to the Public Service is a responsibility which Canadians generally expect to be discharged, in addition to the statutory responsibilities in this field imposed by Parliament.

The Commission is mindful of the delicate balance it must maintain in its activities to represent fairly the varying demands made on it by its various publics. The problems these demands pose for the Commission in retaining its autonomy are shared by many agencies granted a certain degree of political independence. However, there are benefits in having one agency responsible for all aspects of staffing, uniquely accountable to Parliament in this regard. This approach tends to remove staffing matters more out of the field of partisan debate than would likely be the case if the Government of the day had to render account to Parliament for staffing policies and staffing actions in the federal Public Service. This unified responsibility for all matters relating to staffing (the power to make appointments, hear appeals, undertake investigations and audit the quality of staffing), in combination with extensive but controlled delegation to departments has on the whole, in the view of the Commission, served Parliament and the nation well.

Figure 1

Integration mechanisms for administrative policies



Towards a New Approach to Delegation

Assent to the *Public Service Employment Act* signalled the beginning of a substantial evolution in the area of delegation of staffing authority. Under the authority granted it in the Act, the Commission in the late 60s began to shift more authority to departments to staff positions, with the result that over 90 per cent of all Public Service staffing is now done under delegated authority.

Despite pressures from some staff associations and individual public servants for the Commission to recentralize staffing authority, it is the Commission's firm conviction that the highest quality and most efficient staffing as well as the best protection of the rights of individual public servants can be achieved through a policy of effective delegation matched by effective accountability.

However, the Commission is equally convinced that some changes in practice, both in the framework in which delegation should operate and in the holding of departments to account, are desirable. Changes of this sort have been made over the past two years, and will continue to be made.

The original framework for delegation was based to a great extent on procedural controls, in which the Commission would set minimum service-wide standards and allow departments full discretion so long as they met those minimums. The Commission began to move away from this approach, in favour of an orientation to delegation which outlined the principles that should underlie all staffing, and stressed departmental responsibility for proceeding according to these principles. At the same time, Commission audits to determine departmental accountability took on a new focus. Instead of concentrating on mere compliance with regulations, audits stressed the overall management of the staffing system, sensitive to the differing needs of departments but always conscious of the Commission's mandate to staff according to merit.

The Commission is convinced that this approach to delegation is the most beneficial both to individual departments and to the Commission itself. The Commission is preparing a new framework for delegation, expected to be ready by mid-1979.

This new framework of delegation will contain the following elements:

- more appropriate combination of control and accountability mechanisms
- a definition of objectives to be met by departments in applying delegated authority
- staffing policies and guidelines illustrating how Public Service Commission philosophy might be implemented in particular circumstances, while recognizing the need for compatibility with Public Service philosophy
- semi-annual reports as feedback to deputy heads
- consulting services to assist departments
- a management-oriented staffing audit and review program.

It is intended that the new framework have a clearer management orientation and continue efforts to put less emphasis on regulatory aspects of the relationship between the Commission and deputy heads. The new policy will define the mandate of departments under delegation and the accountability mechanisms associated with this mandate. The policy also will be clearly communicated to departments through an appropriate instrument of delegation.

The new framework will define staffing in management terms and will outline the responsibilities of the deputy head in relation to the five basic principles espoused by the Commission as fundamental to the staffing process, as they were first outlined in last year's Annual Report.

The mandate of departmental personnel exercising delegated authority on behalf of the deputy heads also will be clearly defined. The main issue surrounding sub-delegation is the identification of who is accountable to whom and for what. There will be need to clarify the respective roles and responsibilities of the officials working in this area. No matter who is given formal sub-delegation, the division of tasks between line managers and personnel officers varies considerably among departments. The new policy on delegation will acknowledge the actual division of responsibilities and should help to clarify accountability between line managers and personnel advisors. The precise role to be played by managers in the field of

staffing will be the subject of discussions between the Commission and individual departments. In general terms, the responsibility of personnel officers should be to provide advice and assistance to managers and to ensure that appropriate procedures are adhered to. Line managers will have responsibility for the final selection decisions.

Since the delegation of staffing authority to deputy heads, the Commission has continued to be concerned with the capabilities and expertise of those departmental staffing officers who either exercise delegated staffing authority or provide assistance to managers who do. In response to this concern, the Commission has instituted a staffing officer certification program, designed to provide an opportunity for the Public Service Commission to assess the competency of staff officers. More information about this program is provided in Chapter 6 of this Report. In addition to the policy framework and the certification program, increased attention is being given to the use of joint audits with the Treasury Board, the Office of the Auditor General and various departmental audit components in relation to staffing, language training and language testing. Progress has been made in this area; the concept of joint audits with departmental audit components has effectively been implemented, as these audits are now part of on-going operations. As well, an experimental joint audit of the staffing and classification activities of a department involving the Commission and the Treasury Board is scheduled for the summer of 1979. The possible implementation of joint audits with the Office of the Auditor General is still at the negotiation stage.

Staffing, and the delegation of staffing authority, remain one of the Commission's major areas of activity, an area in which it must try to balance two sets of demands—satisfying the service needs of departments at the same time as discharging statutory responsibilities as defined by Parliament. The Commission's efforts continue to be directed to this goal.

The Quality of Personnel Management

To understand the present situation with regard to personnel management in the federal Public Service, it is necessary to review the history of its development. The present division of powers for the management of human resources in the Public Service dates back just over a decade. It was in 1967 that Parliament passed the legislation that governs today's policies and procedures. With the enactment of the 1967 legislation, new forces were included in Public Service personnel management for the first time—most significantly, the introduction of collective bargaining and the assumption by the Treasury Board of the role of the employer.

Since 1967, the Public Service Commission, under the authority of the *Public Service Employment Act*, has been charged with the full responsibility for providing staffing and redress mechanisms and shared responsibility for training services in the Public Service. These duties have been carried out in concert with other authorities in the constantly evolving environment of personnel management in the 1970s.

Changes as significant as those made in 1967 to the personnel management structures in the Public Service inevitably resulted in tensions and misinterpretations, as must any major structural change in public administration. A period of clarification and adjustment is the natural consequence of a period of change. However, the 1967-1977 decade was not just a period of major organizational adjustment, but a period of fundamental change in attitudes and policies regarding the use of official languages and the exercise of employee rights throughout the Public Service. In addition, the decade saw the emergence of concerns regarding special interest groups and human rights, combined with unprecedented growth in programs and resources throughout the Public Service.

The Public Service is now at the end of this explosive decade, and is faced with the problems that have accumulated over those ten years in many areas of personnel management. Perhaps it is not that surprising that there are many critics of the situation that presently confronts managers in the management of human resources. The Commission has long heard, and the Special Committee

on Personnel Management and the Merit Principle in its working document has reviewed, critical comments ranging from accusations of over-regulation, excessive paperwork detail and inordinate time delays all the way through to accusations of loss of proper control and lack of accountability.

Naturally, the Commission, responsible for a major segment of the personnel management continuum, is concerned about the apparent broad base of this criticism. However, several observations must be made to ensure that these concerns and criticisms are placed in a proper perspective.

The Public Service Commission has been anything but inactive in dealing with the massive changes of the past decade, both structural and social, which have occurred within the Public Service. A number of constructive measures that have been taken in the past several years are outlined in previous Annual Reports. The preceding chapter mentioned some current initiatives taken by the Commission in this regard. Notwithstanding those initiatives and other developments, the Commission is aware of many of the shortcomings in Public Service staffing and related personnel management practices; many of the criticisms still remain valid. It is the Commission's view that new avenues must be found and new concepts developed to face fundamental issues in personnel management.

There are two areas that are germane to this discussion of fundamental problems: the question of substantive issues, and the question of organizational change.

The Issues

The Public Service Commission spent a good part of the year in discussion and study of ideas and work projects designed to improve the quality of staffing and related personnel management practices in the Public Service. The activity centered around the Commission's appearance before the Special Committee on Personnel Management and the Merit Principle and its submission to the Royal Commission on Financial Management and Accountability.

The submission to the Special Committee, entitled *Public Service and Public Interest* stated the philosophical tenets that the Commission believes are fundamental for the improvement of the quality of staffing and related personnel management practices, for both managerial and non-managerial staff. These points have been summarized in several publications, but essentially, the Commission put forward the thesis that in a period of unprecedented growth in government programs and resources, too great an emphasis had been placed on the regulatory approach to personnel management, and not enough attention on the special attributes required of the managers themselves. The Commission's basic thesis is that the quality of personnel management is as much dependent on the quality of individual managers, as on any system of regulations that control their actions.

On the basis of this thesis, the Commission, in close cooperation with the Treasury Board and with senior government officials, has established a number of study groups based on provisions for change in policies and processes enumerated in *Public Service and Public Interest*.

Most of these work projects are intended to study the ramifications of proposals to improve the quality of Public Service managers—their selection, their training and their deployment. For example, one group has been studying the breadth of knowledge that would be desirable for most, if not all, senior managers to possess (e.g. knowledge of financial and personnel management). This study is expected to have a significant impact on both the type of training and development programs developed for those aspiring to, or those within, senior management ranks, and the basis by which candidates for such jobs are evaluated.

Draft guidelines have been developed as a potential tool to be used by staffing officers to assess the qualifications of candidates for senior management positions. These should result in a more rigorous assessment of candidates' knowledge of the Public Service environment, their breadth of experience, record of performance, and potential. Such guidelines could have more than one beneficial effect: they could contribute to improvement in the quality of senior management personnel, and allow prospective senior managers an opportunity to be informed of the kind of expertise

generally necessary for the jobs to which they aspire.

Another study group is doing work related to the concept of appointment to level. There seems to be general support for the idea of giving deputy ministers greater autonomy over the deployment of their senior management personnel. Under an appointment to level concept, deputy ministers would have the authority to reassign senior management personnel either to meet changing circumstances, or to move high-potential members of their team into new jobs so as to broaden their experience. In effect, these redeployment actions would no longer constitute appointments and would not, as a result, require Public Service Commission approval.

This change would bring the Canadian federal Public Service into line with other national public services (such as the British, and soon, the American) as well as with many corporations. It would result in a sharp reduction in centrally-operated paperwork and the elimination of some of the rigidities in the *Public Service Employment Act*. It is envisaged that such a concept also would eliminate the complex procedures of acting pay and appointments, underfills and overfills. This would allow the Public Service Commission in collaboration with deputy heads to focus its attention on the issues of promotion, and planning for entries and exits from departmental senior management teams.

Few of these work projects have reached the end of their study. For example, the draft selection guidelines are undergoing simulation tests with two large federal departments. These simulations are being used both to validate the draft guidelines, their adequacy of information and use as an assessment tool, and to expose Commission staffing officers to their utilization. Implementation of the appointment to level concept awaits the results of study groups investigating to what extent legislative change is necessary for appointment to level, and to what extent the concept could be implemented under existing policies and procedures.

Despite the on-going nature of these work projects, their initiation and execution demonstrate the Commission's belief in its accountability in these areas, as one of the key players in the field of Public Service personnel management. Only by dealing with the substantive problems of personnel management can

a firm foundation for the Public Service of the 80s and beyond be provided.

Organizational Change

In some quarters, the issue of quality of personnel management is addressed from a structural point of view. A proposal, often heard, suggests that only through massive structural change can significant improvements in personnel management in the Public Service be achieved.

It is not the Commission's intention to defend the status quo. The Commission itself is constantly evolving as an institution. Nor has the Commission hardened its position in favour of any one structural option. It seems more important to concentrate attention on the problems that must be solved and the principles that must govern the actions of all players, whatever structural option is chosen. In addition to the measures outlined earlier in this chapter, it should be stressed that any structure, existing or new, must be made consistent with:

- the ability to serve the five fundamental staffing principles, enunciated in the Commission's 1977 Annual Report
- clarifying the rights and responsibilities of individual public servants and bringing these two more into balance
- evolving management systems that will increase the participation of employee representatives in the formulation of policies without generating new types of undesirable rigidities
- developing policies and practices that promote a career Public Service, while at the same time assuring necessary and adequate intakes of personnel from outside
- devising ways and means to retain the advantages of the unified approach to staffing in ensuring adherence to merit and the application of other principles that should govern Public Service employment practices
- organizing personnel functions and discharging responsibilities in such a way as to enable and encourage managers to utilize the human resources under their responsibility more effectively.

Can these principles be served without major structural change? Is the current counterbalancing and competition between the various groups and agencies detrimental, or does it lead to the check and balances necessary for the creation of effective policies and practices? What are the costs of major structural change to organizational stability?

The Commission believes in the need for
and open debate on these questions
and other fundamental issues. However,
believes that attention should first
focus on those concepts, principles and
policies upon which any organizational
change might be based. In the final
analysis, any future role allocation or
structural change must be based on
management philosophy—the kind
Public Service—which in the view
Parliament would be of most
benefit.

Equal Opportunity for Women

The issue of women in the work place was the subject of considerable interest in Parliament and the media in 1978. Because of the continuing attention and pressure brought to bear on all organizations to increase their efforts to extend to women a fair share of opportunities for employment and advancement, the Commission decided to devote a chapter of the Annual Report to this important area. It has done so to provide a clearer perspective of the performance of the federal Public Service in this field.

All institutions have had to adapt to the rapid and substantive social change occasioned by the increasing participation of women in the work force. As is understandable in such a situation, the debate in this area is frequently confusing: commonly understood terminology is often lacking, basic objectives are often intertwined. Thus, how one measures the success of the federal Public Service in remedying its past record of discrimination against women depends on whether one expects those responsible for the Public Service to remove the sources of discrimination, or to take deliberate steps to "correct" the past by granting preferential treatment. Conclusions about success will also vary, depending on whether Public Service performance is viewed within the context of existing legislation or within some other legislative framework not now in place.

The Public Service Commission sees itself as having a mandate under the *Public Service Employment Act* to ensure that appointments to and within the Public Service are made in such a way as not to discriminate against any

person by reason of sex, national origin, colour or religion. It does not see itself as having a mandate from Parliament to extend preferential treatment, and hence its strategy in this field has been one of actively promoting equality of opportunity. This approach also precludes the application of reverse discrimination. Staffing according to merit is the key principle guiding the Commission in its activities. The Commission, however, has not restricted its efforts to promoting changes in traditional attitudes and stereotypes that may have limited the participation of women in the Public Service in the past. Its efforts have been more positive, active and concrete.

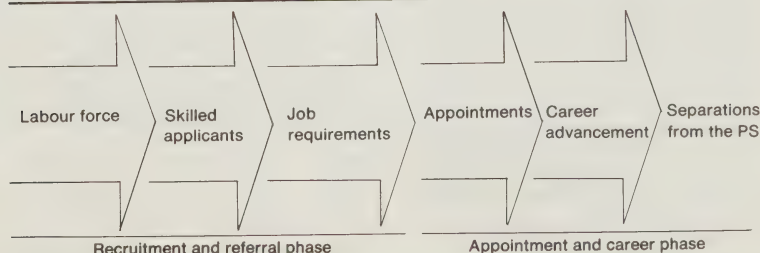
The Commission is often asked whether women are getting their proper share of jobs, training opportunities, or opportunities for advancement within the Public Service. In order to answer such questions properly, it is essential that there be a clear understanding of the framework within which Commission efforts to change the composition of the Public Service operate.

The number of opportunities to change the composition of the Public Service in any given year is limited. It is limited by the number of positions that become vacant through separations and the number of new jobs that are created.

The number of promotions within the Public Service may not affect total participation levels, but may result in changes in the make-up of specific occupational groups. Figure 2 illustrates the various factors that affect the composition of the Public Service.

Figure 2

Key variables in the staffing process



Public Service vacancies can be filled from two sources of supply—through recruitment from outside the Public Service or through utilizing the various internal mechanisms to promote career advancement (promotions and transfers). When recruiting from the outside, Public Service hiring generally should reflect the participation rates of the groups from which it hires in the Canadian labour market. In areas where the participation of women is low, recruitment results will tend inevitably to match these rates. Recruitment initiatives have been undertaken to improve representation of women, as of all target groups. Staffing specialists ensure that position posters are well-distributed and opportunities for employment are explained at meetings and through formal presentations. Managers have been encouraged to include women on selection boards, so that a broad perspective is provided at the initial selection stage. The Commission has taken efforts to ensure that volunteer work and other kinds of experience are given proper weight in the consideration of applications for positions. It is also worth noting that 49 per cent of staffing officers, those primarily responsible for the administration of these initiatives, are women.

Do women get a proportionate share of recruitment into the Public Service?

The source of external recruits varies from one occupational category to another. In the Scientific and Professional, Administrative and Foreign Service Categories, an important source of intake is from recent university gradu-

ates. Table 1 compares, for representative occupational groups in the above-mentioned categories, the percentage of women graduates in related occupational fields, the percentage of women who actually apply to the Public Service, and the percentage appointed.

Although the number of appointments made in any given year through university recruitment is admittedly small, it is significant to note, first, that Commission recruitment seems generally to exceed (in some instances, far exceed) the proportion of graduates from Canadian universities who are women. Secondly, it is worth noting that these recruitment rates are significantly higher than the present participation rates within the Public Service for women. For example, in 1978, women made up 16.5 per cent of the Financial Administration group, as opposed to 29.7 per cent of recruits, 16.1 per cent of the Computer Systems Administration group compared to 30.6 per cent, and 13.9 per cent of the Economics, Sociology and Statistics group as opposed to 39.4 per cent. It is fair to conclude that recruitment efforts from among university graduates are making small but significant changes in the composition of various groups in the Public Service.

The Commission looks to a different market when it seeks to hire into its Administrative Support Category. In this case, it must look generally to that section of the labour force currently employed in comparable occupations and available for work in these occupations. The Public Service has been criti-

cized in the past for the large proportion of women it employs in the Administrative Support Category. In 1978, for example, 79.4 per cent of this category was made up of women. However problematic this may be (and the Commission is by no means blind to the problems that are created by sex ghettos), the Commission must deal with the fact that in the Canadian labour market as a whole—the market from which it draws these employees—75.1 per cent of clerical jobs are taken by women. Women represent 81.2 per cent of placements for jobs in the Administrative Support Category in the National Capital Regional Office. Efforts to change the composition of this category are limited by the fact that the great majority of applications received in this area are from women. On the other hand, opportunities are provided for men and women alike to leave the Administrative Support Category to take positions in other occupational categories, notably the Administrative and Foreign Service Category. Approximately 40 per cent of the entry into this latter category has been from the Administrative Support Category over the past three years, primarily the CR 4-6 levels, where the percentage of women is approximately 69 per cent. Of the 5 844 employees who have made such a move during this time, 3 230 (55 per cent) have been women. This represents a significant amount of inter-category movement, although the percentage component of women making this move is still lower than might be expected from the proportion of women at these levels. It should be noted that although the 55 per cent figure repre-

Table 1

Percentage of women recently graduated from university in fields related to selected occupational groups, and percentage of applications and appointments to the Public Service through the university recruitment program, 1976 to 1978

	University graduates ^a			Applications			Appointments		
	1975	1976	1977	1976 ^b	1977	1978	1976	1977	1978
Occupational group	%	%	%	%	%	%	No	%	No
Biological Sciences (BI)	35.9	35.4	37.9	38.0	39.7	41.6	8	72.7	7
Economics, Sociology and Statistics (ES)	28.3	28.9	30.6	29.4	30.6	32.0	17	26.2	26
Engineering and Land Surveying (EN)	2.2	2.2	2.9	4.5	5.9	7.1	2	14.3	2
Financial Administration (FI)	13.3	16.0	19.0	22.1	22.7	23.2	12	33.3	9
Computer Systems Administration (CS)	20.5	18.4	21.0	18.0	20.5	23.0	23	22.8	31
Program/Personnel Administration (PM/PE)	33.0	33.6	35.2	33.0	38.3	43.8	91	20.8	130

^a Percentage of women graduates in 1976 and 1977 is to be compared with 1976 and 1977 applications and appointments. However, university graduates may make application not only within the year of their graduation but in succeeding years. The 1978 data are not yet available.

^b The 1976 figures are approximate, based on extrapolation from the trends of 1977 and 1978.

Source: Statistics Canada

sents a three-year average, the figure for 1977 was 57 per cent; for 1978, 59 per cent.

At the highest level of the Public Service, in the Senior Executive Category, approximately 10 to 15 per cent of appointments in any given year are from outside the Public Service. Since the participation of women in senior management throughout the Canadian labour force is small, the Commission must look largely to its internal appointments in this category to effect changes in its composition. Recruitment of women in this category is low, an issue explored in more detail later in this chapter.

Do women get a proportionate share of internal advancement opportunities?

The second major means by which changes can be effected in the composition of groups and categories in the Public Service is through internal career movement. Effective equality of opportunity would suggest that women should have a share of career movement generally corresponding to their representation, group by group. The Commission has taken steps to remove barriers that prevent equal access to all positions for qualified women. Selection standards are systematically reviewed by the Commission to ensure that non-essential requirements that may limit access to certain positions are removed. The Office of Equal Opportunities for Women

is specifically required to review new or revised selection standards to ensure that there are no discriminatory provisions before Commission approval is given. Throughout the Public Service, the Commission provides support to departmental training programs that aim to educate managers and staffing specialists to prevent irrelevant stereotypes from influencing their staffing decisions. The Commission has strongly encouraged individual managers to widen their areas of competition to prevent unnecessarily narrow salary barriers from barring otherwise qualified individuals from positions throughout the Public Service.

Table 2 demonstrates the results achieved in creating equality of opportunity for women in the area of promotions and training and development. For this table, representative groups from all occupational categories have been selected, either because the group was large, or because it cut across departmental lines. For each group, the participation rate for women at the end of each year has been compared to their share of all promotions made within that group during the year, and their share of Commission training and development opportunities during the same period.

Generally, women in all selected groups are getting a share of promotions that is equivalent to their rate of participation in the group. In some cases, their share of promotions is higher than their participa-

tion rate. This is true of the Financial Administration and Personnel Administration groups, both in the Administrative and Foreign Service Category. The proportion of women receiving promotions in the Program Administration group was low in 1977 due to a major reclassification involving predominantly male groups during that year. In 1978 their rate of promotions is in line with their overall participation in the group. It should be noted that promotions in the Administrative Support Category make up the largest share of total service-wide promotions. Approximately one-third of all promotions in the Public Service are in this category.

It should also be noted that the actual number of promotional opportunities for public servants in these various groups declined in 1978 compared to 1977, with almost no exception. Overall, there was a decline of 17 per cent in the total number of promotions made in the Public Service in 1978 compared with 1977. This is austerity at work; a situation that poses potential problems for increasing the absolute number of women participating at higher levels in the future.

Do women get a representative share of training and development?

Training and development is a key tool that all managers use to prepare their staff to take on more onerous responsibilities, and enable them to compete

Table 2

Number and percentage of women in selected occupational groups, compared to women promoted within the group and women attending training courses offered by the Public Service Commission, 1977 and 1978

Occupational group	1977						1978					
	Composition		Promotions within group			Training	Composition		Promotions within group			Training
			No.	%	No.				No.	%	No.	
Senior Executive (SX)	38	2.9	2	2.0	17	8.6	40	2.9	3	4.3	7	3.9
Auditing (AU)	110	3.5	19	4.2	1	0.9	118	3.9	12	3.7	4	3.9
Engineering and Land Surveying (EN)	32	1.2	3	0.8	6	1.9	33	1.3	11	3.0	4	1.2
Economics, Sociology and Statistics (ES)	348	13.2	35	14.6	38	13.9	355	13.9	35	13.8	46	17.6
Financial Administration (FI)	338	15.3	93	16.4	79	15.3	381	16.5	84	16.6	98	20.5
Personnel Administration (PE)	860	29.0	276	36.4	319	38.8	937	31.0	245	39.1	274	43.2
Program Administration (PM)	5 483	21.7	995	17.2	150	14.7	5 807	23.1	676	22.8	183	18.8
Engineering and Scientific Support (EG)	1 100	13.6	228	17.3	6	2.5	1 075	13.5	166	15.1	7	3.0
Social Science Support (SI)	824	46.7	80	41.5	84	48.8	839	47.0	80	46.0	75	46.9
Secretarial, Stenographic, Typing (ST)	15 659	98.7	4 207	99.4	543	98.5	15 109	98.7	4 227	99.5	819	99.3
Operational and Regulatory (CR)	38 759	74.4	7 945	74.5	1 413	73.3	39 117	75.1	7 034	75.3	2 160	77.1
General Labour and Trades (GL)	183	0.9	10	0.6	0	0.0	178	0.9	15	1.0	0	0.0

Source: Department of Supply and Services (Composition)

more effectively for promotional opportunities. With the support of the Commission, departments have initiated certain training programs intended to correct some of the occupational disadvantages suffered by members of certain target groups. The Commission itself will be offering in 1979 programs on Assertiveness Training to women, and special courses on women in the work place throughout the Public Service, in response to demands for such courses from departmental Equal Opportunity for Women co-ordinators.

The data in Table 2 show that for almost all occupational groups, women are getting a proportional or more than proportional share of development opportunities. They are being trained in considerably higher proportions than their overall participation rate in the Economics, Sociology and Statistics, Financial Administration and Personnel Administration groups. Women also have participated in special career development programs: 22.2 per cent of all Career Assignment Program participants over the past five years have been women (24.1 per cent in 1978); 10.6 per cent of all nominations to Senior Management Development Programs went to women. At levels from which participants are drawn for these courses, women do not represent more than 11.4 per cent and five per cent respectively.

Do women leave the Public Service at a rate equal to that of men?

The last element that affects total composition of Public Service groups and categories is a negative element—separations. People leave the Public Service

for a wide variety of reasons: some are laid off, some retire, others resign. Table 3 shows the total separation and lay-off rates for women by occupational category, as compared to their percentage composition of that category, for 1977 and 1978.

Women separated from the Public Service at a rate higher than their participation rates in virtually every category in both 1977 and 1978. In the Scientific and Professional and Technical Categories, their separation rate is approximately twice their participation rate. Can these figures be explained? How significant a problem do they pose?

Separation by reason of lay-off has been an area subjected to increasing attention over the past two years, as the Government's austerity programs start to have their effect. It should be noted that the lay-off rates included in Table 3 have eliminated those employees working in the Queen Mary Veterans' Hospital and the Camp Hill Hospital, transferred in 1978 to provincial jurisdiction and employees working in Westminster Hospital, similarly transferred in 1977, as well as teachers working in schools previously administered by the Department of Indian and Northern Affairs, that have been absorbed by territorial governments and Indian bands. These employees have been considered as "lay-offs" for purely administrative purposes, to allow them priority for re-entry into the federal Public Service; however, virtually all of them remained in their jobs, and consequently, cannot be considered laid-off in the generally accepted meaning of the word. Apart from the Technical Category, women represented

approximately the same proportion of lay-offs as their participation rates by category in 1978.

It is in the area of resignations that the widest discrepancies exist between men and women in separations. In 1978, women resigned from most occupational categories at a rate twice that of men (9.8 per cent to 4.9 per cent). More than half the resignations (9 428 of 18 469) in 1978 were from women, although they make up approximately one-third of the Public Service population. In the Scientific and Professional Category the resignation rate for women is almost four times that of men (15.6 per cent compared to 4.0 per cent). It is also much higher in the Technical Category (9.2 per cent compared to 3.4 per cent). This phenomenon is currently being studied.

General Analysis

The preceding sections of this chapter isolate and examine the forces that effect changes in composition in the Public Service. Table 4 compares actual numbers and percentage participation of women in broad occupational categories, and in selected occupational groups for 1976, 1977 and 1978.

The broad category analysis in Table 4 shows a mixed picture of progress. Women are increasing their numbers in the Senior Executive and more noticeably in the Administrative and Foreign Service Categories. Their numbers are dropping off in the Scientific and Professional and Technical Categories, due in part to the hospital transfers already mentioned, and in part to their high resignation rates in these categories.

Table 3

Number and percentage of women separations and lay-offs by occupational category, as compared to women in each category, 1977 and 1978

Occupational category	1977						1978					
	Composition		Separations		Lay-offs ^a		Composition		Separations		Lay-offs ^a	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Senior Executive	38	2.9	4	3.9	0	0.0	40	2.9	2 ^b	2.4	0	0.0
Scientific and Professional	5 566	23.0	1 277	49.6	17	29.8	4 984	21.5	1 317	50.6	8	2.4
Administrative and Foreign Service	11 341	22.1	827	25.3	8	24.2	12 141	23.5	929	25.2	14	2.2
Technical	2 732	10.2	360	19.2	4	23.5	2 705	10.1	450	20.0	12	3.3
Administrative Support	57 301	78.9	9 315	82.6	118	79.7	57 114	79.4	9 977	76.9	139	7.7
Operational	18 761	17.7	2 706	20.2	33	21.2	18 932	18.2	2 781	18.5	41	1.1
Total	95 922	33.9	14 489	44.6	180	43.6	96 023	34.4	15 456	42.2	214	3.3

^a Excludes lay-offs from the Department of Veterans' Affairs and the Department of Indian Affairs and Northern Development.

^b Both were appointments by order-in-council.

Source: Department of Supply and Services (Composition)

different picture emerges when one conducts an analysis by group. Group statistics show an increase in actual numbers and in percentages for women in virtually every selected group over the last three years. Some of these increases have been dramatic. The number of women in the Personnel Administration and Program Administration groups has increased by over 20 per cent in two years.

In some cases, these increases in the number of women have been coincident with a decrease in the number of men in certain groups. Overall in 1978, the number of women in the Public Service increased by 101; the number of men decreased by 3 682. The composition of various groups and categories is changing as well: an increase of 800 in the number of women in the Administrative and Foreign Service Category, a decrease of 285 men in this category; an increase of 193 women in all officer categories, a decrease of 803 men.

There is another set of figures that may not be statistically significant, but has an importance far beyond its numerical value. Women are moving into occupations previously the exclusive preserve of men. There are more women fire fight-

ers, correctional officers, lightkeepers, air traffic controllers and agricultural officers. In some of these groups, the change is due to the increasing numbers of women graduating from disciplines that feed these occupations; in other cases, both women and men are changing traditional stereotypes about the kind of work that women are capable of performing.

Are women evenly distributed within occupational groups?

A statistical observation that must balance the evidence just presented is that women are clustered at the bottom ends of occupational groups. Table 5 shows the number and percentage of women as one progresses from lower to more senior levels of various occupational groups (page 22).

There are historical reasons to explain some of the results of Table 5. Women have begun to enter certain groups within the Scientific and Professional and the Administrative and Foreign Service Categories fairly recently. It was in the 60s that women began to enter these categories in large numbers for the first time, apart from some occupational groups traditionally populated by

women. Consequently, women in these groups are younger and have fewer years of service than their male colleagues. Table 6 shows this breakdown for selected occupational groups based on 1977 data.

There may be other explanations for the data recorded on Table 5. Perhaps some managers are still reluctant to take what they perceive to be a risk in appointing a woman to a senior middle-management position. Voluntary separation rates for women may affect their participation rates in these levels as well. There may be a certain amount of self-screening that limits the participation of women in senior management. These are some hypotheses that will continue to be studied.

Whatever the causes, the limited rate of female participation in senior levels in groups below the Senior Executive Category has limited the ability to increase the female participation in that category. Women have increased their representation in key Senior Executive feeder groups slightly from 1976 to 1978 (from 17.7 to 22.6; that is, 3.3 per cent to 4.0 per cent). This is slightly higher than their 1978 participation rate in the Senior Executive Category (2.9 per cent) but

Table 4

Number and percentage of women by selected groups in each occupational category, 1976 to 1978

Occupational category and selected groups	1976		1977		1978	
	No.	%	No.	%	No.	%
Senior Executive	30	2.4	38	2.9	40	2.9
Scientific and Professional	5 637	23.4	5 566	23.0	4 984	21.5
Aeronautics (AU)	88	2.9	110	3.5	118	3.9
Engineering and Land Surveying (EN)	26	1.0	32	1.2	33	1.3
Economics, Sociology and Statistics (ES)	337	12.6	348	13.2	355	13.9
Administrative and Foreign Service	10 033	20.4	11 341	22.1	12 141	23.5
Financial Administration (FI)	256	12.8	338	15.3	381	16.5
Personnel Administration (PE)	775	26.6	860	29.0	937	31.0
Program Administration (PM)	4 799	19.4	5 483	21.7	5 807	23.1
Technical	2 554	9.8	2 732	10.2	2 705	10.1
Engineering and Scientific Support (EG)	1 053	13.1	1 100	13.6	1 075	13.5
Applied Science Support (SI)	736	45.3	824	46.7	839	47.0
Administrative Support	56 266	78.4	57 301	78.9	57 114	79.4
Clerical, Stenographic, Typing (ST)	15 879	99.1	15 659	98.7	15 109	98.7
Technical and Regulatory (CR)	37 298	73.3	38 759	74.4	39 117	75.1
Unskilled	19 330	18.2	18 761	17.7	18 932	18.2
General Labour and Trades (GL)	126	0.7	183	0.9	178	0.9
Total	93 997	33.7	95 922	33.9	96 023	34.4

(Source: PSC (Senior Executive Category) and Department of Supply and Services (all other categories))

nevertheless is disappointingly small. However, another 68 women in 1978 were in professional groups (Law and Medicine) at a Senior Executive equivalent level.

The Commission often is asked to compare the Public Service participation rate for women to that of the Canadian labour force. As simple as this comparison may seem, there are difficulties in making valid comparisons between the two populations. The Canadian federal Public Service is not a representative organization in the Canadian work force. Millions of Canadians work in the primary and secondary industrial sector, such as mining or manufacturing; we have little or no comparability for these industries. Similarly, the private sector has large numbers of shop assistants and sales clerks, which are jobs of little numerical significance within the federal government.

However, in terms of total participation rates only, the Public Service compares favourably, if we consider the situation for employed women working full time. Figure 3 shows the percentage of women in the total employed Canadian labour force, the full-time employed labour force, and the Public Service for 1976, 1977 and 1978.

However, the broad statistical generalizations represented by Figure 3, as pointed out earlier, lack force if they are not broken down more finely. The situation for women varies widely in the Public Service by occupational category, by groups within that category, and even by level within that group.

The Public Service Commission is convinced that it has made substantial progress in the field of equal opportunity for women; but its work is far from done. The participation rate for women in the

Canadian labour force is growing; women within the Public Service, due to their more recent entry into the work force, are generally clustered at the lower ends of occupational groups. It can be expected that growing numbers of women will be promoted from lower to more senior levels. Separations also must be monitored carefully to determine the causes and the extent to which they might be moderated.

Generally, it can be said, on the basis of the evidence presented above, that most women, whether applying for entry into the Public Service or seeking advancement within, are being considered on an equal basis with men. This is a significant achievement, an achievement that few other Canadian organizations, in the public or private sector, could demonstrate. However, that is not to say that some women do not continue to be subjected to discrimination. In such

Table 5

Number and percentage of women in relation to their proximity to the Senior Executive (SX) level, by selected occupational group, 1978

Group ^a	SX minus 4		SX minus 3		SX minus 2		SX minus 1
	No.	%	No.	%	No.	%	No.
Administrative Services (AS)	2 356	36.9	202	11.4	21	5.2	9
Auditing (AU)	100	5.7	18	1.6	0	0.0	0
Commerce (CO)	34	13.5	40	5.3	9	2.3	0
Computer Systems Administration (CS)	287	21.3	60	9.5	9	5.0	1
Engineering and Land Surveying (EN)	17	2.1	11	1.3	4	0.6	1
Economics, Sociology and Statistics (ES)	217	25.0	71	9.3	40	9.3	18
Financial Administration (FI)	352	20.6	18	5.4	8	4.7	1
Organization and Methods (OM)	48	25.0	29	8.6	8	3.7	1
Personnel Administration (PE)	782	41.4	126	14.5	18	9.9	4
Program Administration (PM)	5 433	25.1	171	10.8	56	5.6	18

^a85 per cent of the internal intake into the Senior Executive Category has been made from these groups over the last five years.

Table 6

Average age and length of government service, men and women for selected occupational groups, 1978

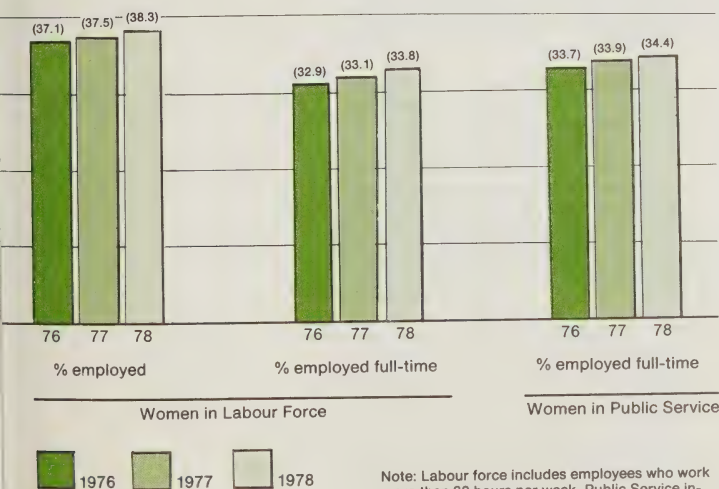
Occupational Group	Age		Length of service	
	Men	Women	Men	Women
Senior Executive (SX)	49	44	15	10
Auditing (AU)	42	37	12	6
Economics, Sociology and Statistics (ES)	38	33	8	5
Personnel Administration (PE)	41	34	12	8
Program Administration (PM)	43	37	12	9
Social Science Support (SI)	36	36	9	7

instances, there is recourse to the Commission's Appeals and Investigations Branch that has as one of its aims the investigation of complaints related to sexual discrimination.

The future holds new challenges for the continuation of the steady progress shown in the past few years in creating equality of opportunity for women. The Public Service must remain sensitive to the needs and aspirations of working women, and the Public Service Commission, within the context of the present legislation, will continue to place a high priority on making further progress in this field.

Figure 3

Percentage of women employed in labour force, as compared to women employed in the Public Service, 1976 to 1978



Source: Statistics Canada

Senior Executive Staffing

In keeping with its stated intention of improving the quality of senior management in the Public Service, the Commission in 1978 established the Senior Executive Programs Branch with a mandate distinctly separate from that of the Staffing Branch. The decision to group these programs into a new branch, reporting directly to the Commissioners, emphasizes the Commission's desire to increase their visibility and foster improvements in the management of the Senior Executive Category.

This branch is responsible for the staffing of the Senior Executive Category, as well as the most senior levels of the Economics, Sociology and Statistics group, the Auditing group, and the Foreign Service group. It is organized into four functional divisions: Senior Executive Staffing; Human Resources Planning; Policy and Systems; and Interchange Canada and International Programs.

Major priorities during the year were placed on improved staffing of senior executive positions; developing more reliable information on the skills and performance of senior executives; increasing capability in executive manpower analysis and planning, individual career development and counselling; and expanding placement services and assignments to international organizations.

Senior Executive Human Resources Planning

Reviews of career planning and analysis, external recruitment, selection and appraisals for senior executive and senior management personnel were undertaken during the year, including the development of improved procedures for the use of performance appraisals in selection and career development.

The Human Resource Planning Division of the branch undertook responsibility for the systematic review of the senior executive community to assess departmental requirements on a service-wide basis. This review entailed a step-by-step analysis of the basic elements of human resourcing at the senior executive level; consideration of sources and methods of accumulation of data and documentation on senior executives; a review of potential senior level resources

within senior executive feeder groups and outside the Public Service; and the formulation of a plan to acquire, maintain and arrange for the timely use of data to meet departmental and service-wide needs related to the senior executive community and the program family responsibilities of the branch's planning and staffing officers. The division operated in close cooperation with the Senior Executive Staffing and Interchange Canada Divisions, as well as with the Executive Education Program, other branches in the Commission and staff in the Treasury Board Secretariat, to identify and rationalize priorities in senior executive resource planning and to meet service-wide career development strategies for senior executives.

Another major activity consisted of identifying those senior public servants who could be considered by the Committee of Senior Officials as having deputy head potential. In addition, information was prepared for consultation with deputy heads in the identification of high potential individuals. This annual review has several beneficial effects. It fosters increased mobility for senior executives, allows for the pinpointing of difficulties in the utilization of senior executive resources and permits the discussion of departmental senior executive replacement plans and the communication to deputy heads of the names of executives with service-wide potential.

Senior Executive Staffing

There were 205 entrants to the Senior Executive Category during 1978: 178 from within the Public Service and 27 from outside. Outside personnel represented 13.2 per cent of total entrants, down from 14.9 per cent in 1977.

The senior executive population grew by 3.8 per cent in 1978 and numbered 1 356 at year's end (excluding principals (PXs) in the Office of the Auditor General, who no longer are appointed under the authority of the Public Service Commission). Senior executives represent half of one per cent of the Public Service population.

Appointments to, and within, the Senior Executive Category declined marginally from 590 in 1977 to 523 in 1978. (Figure 4.)

Forty-six participants attended the three sessions of the senior executive orienta-

tion seminar presented during 1978, the seventh consecutive year that the seminar has been offered.

A portfolio concept was adopted in serving the senior executive community, including the definition of executive "groups" or "families", and the provision of personnel services to these groups by multi-disciplinary teams with specialized in-depth knowledge of each client family. Executive staffing officers and human resource planning officers established closer links with senior departmental officers to anticipate requirements more accurately and to consult in the management and utilization of executive resources.

Interchange Canada

Interchange Canada was established in 1971 to facilitate the temporary exchange

of managers and professionals between federal departments and agencies and other sectors of the economy. Working assignments range from six months to three years and expose participants to the people, problems and practices of organizations other than their own. Participants remain employees of their "home" organization during the assignment; salary and benefits continue to be paid by that organization and are reimbursed by the "host" organization.

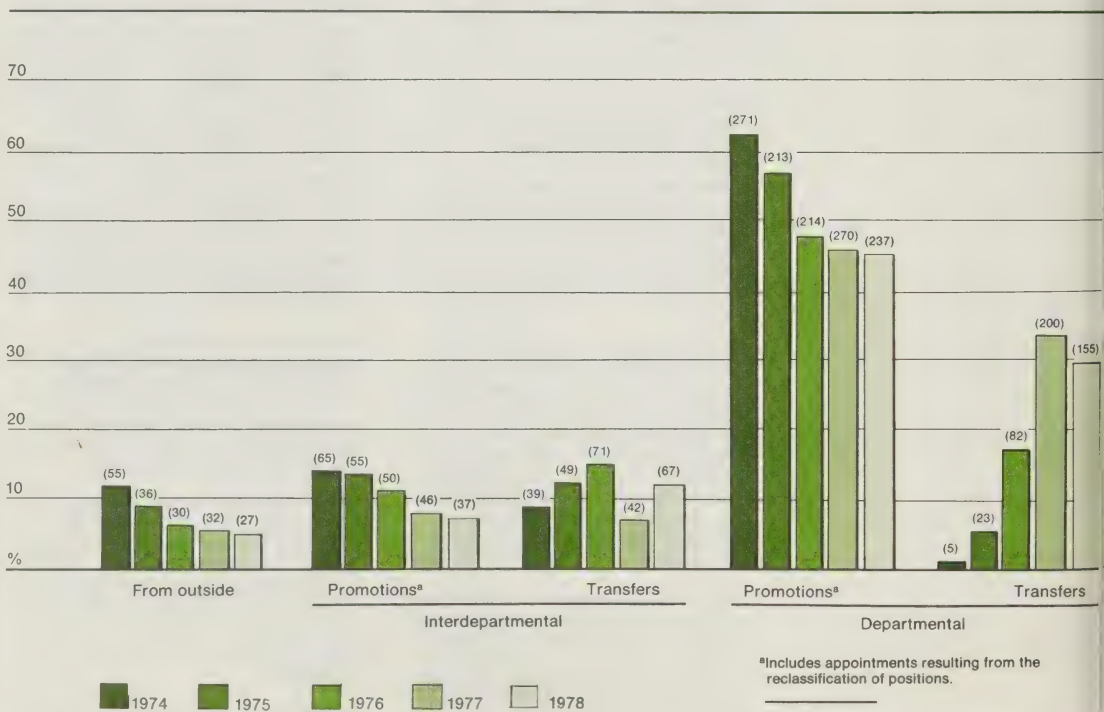
For participants coming into the federal government, an Interchange Canada assignment increases their understanding of the machinery of government and their appreciation of the constraints within which the Public Service functions. Similarly, federal employees in the program become more sensitive to the operational realities of other sectors,

more responsive to regional needs and aspirations, and thus better equipped to contribute to the formulation of government policy and to the decision making process in general when they return to the Public Service. In addition to improving understanding and building confidence between sectors, an Interchange Canada assignment can provide a substantial career development opportunity without disrupting career continuity or employee benefits.

During 1978, 59 federal public servants commenced Interchange assignments and 39 individuals joined federal departments and agencies (including 14 persons to the Office of the Auditor General from other sectors of the economy, bringing total activity over the life of the program to 202 federal participants and 303 outside participants (including 10

Figure 4

Executive appointments from outside and within the Public Service, 1974 to 1978



Note: This figure includes appointments made in each year. Appointment data in Volume 2, however, represent appointments documented in each year; an appointment is not documented until after the appointee actually reports for work. The actual number of appointments is in parenthesis.

sions to the Office of the Auditor General).

le originally conceived as a program the development of senior executives, the success of the Interchange Canada concept has led to its expansion middle management and professional groups. In recognition of the potential impact of the program, Cabinet 1978 invited the Commission to broaden its scope to relate to a broader cross-section of Canadian society.

potential effectiveness of Interchange Canada as a career development vehicle is under review. A study of the means by which heightened awareness of the program might be achieved, both within and outside government, is under-

International Programs

In 1978 the Public Service Commission and the Department of External Affairs jointly developed new mechanisms for coordinating the appointment of Canadian public servants to international organizations such as the United Nations, the North Atlantic Treaty Organization and the Commonwealth Secretariat. Within this new framework, the Commission assumed responsibility for candidate identification and screening. This responsibility was assigned to the Interchange Canada and International Programs Division, since participating public servants are able to maintain continuity of service and protect career interests through an Interchange agreement.

In addition to helping international organizations satisfy their human resources requirements, the new procedures provide federal public servants with better access to developmental experience in the international milieu and facilitate their return to positions in the Public Service where their newly-acquired knowledge and experience can be applied to maximum advantage. As with domestic Interchange assignments, sound career planning is an essential element in the successful use of this program. Increased emphasis has been placed on assisting departments in integrating these assignments within the context of a career plan for their more promising officers.

Staffing in 1978

The Commission moved forward in 1978 to implement major portions of its new staffing strategy first announced in 1977; it also continued and improved efforts begun in previous years to render the staffing function more efficient. But it did so within a climate of restraint and austerity that intensified significantly during the year. The effects of government restraint, especially those measures announced in the fall of 1978, which included the identification of 5 000 surplus positions and the elimination of a government department, were reflected throughout the range of the Commission's operations.

Year-end statistics demonstrate the significance of restraint on the Public Service environment. The total strength of the Public Service showed its first decrease since 1970, dropping from 282 788 employees in 1977 (including 428 employees in the Office of the Auditor General) to 279 207 in 1978, a decrease of 3 581 (1.3 per cent). The decline in overall strength is reflected in all types of positions except part-time positions, which increased by 643 (7.9 per cent) compared to 1977.

Recruitment, appointments and promotions showed similar decreases in 1978. The number of appointments to the Public Service declined by 3 213 (14.3 per cent) compared to 1977. The bulk of this decrease was for full-time indeterminate positions, down 20.1 per cent in 1978. The number of promotions within

the Public Service dropped by 17 per cent in 1978, declining from 40 838 in 1977 to 33 908 in 1978. Part of this decrease is due to the fact that, in 1977, approximately 2 500 persons were promoted in the Program Administration group as a result of a major reclassification action. However, even if this figure is eliminated, promotions in 1978 declined by about 11 per cent from the 1977 figure, a significant decrease.

Concurrent with the decline in promotions, the number of transfers recorded in 1978 increased by 10.9 per cent compared to 1977. There were 49 577 transfers in 1978, compared with 44 717 in 1977. The Commission's interdepartmental transfer service, established in 1977 to aid employees seeking transfers for all occupational categories, placed 1 040 employees in 1978 compared to 463 employees in 1977.

A major effect of the Government's austerity measures was an increase in the number of employees with lay-off or surplus status. The number of employees entered on priority lists in view of their lay-off or surplus status increased by 148 per cent in 1978 compared to 1977 (3 424 compared to 1 380). There were 2 292 persons overall in active priority status at year-end. As of that date, 885 priority persons had been placed during the year, representing 25.6 per cent of the active priority population during the year.

Table 7

Increase or decrease in employees, by category, 1977 to 1978

Occupational category	1977	1978	Increase/decrease	
			No.	%
Senior Executive ^a	1 324 ^b	1 356	+50	+3.8
Scientific and Professional	24 252	23 220	-1 032	-4.3
Administrative and Foreign Service	51 257	51 772	+515	+1.0
Technical	26 800	26 684	-116	-0.4
Administrative Support	72 586	71 961	-625	-0.9
Operational	106 046	104 102	-1 944	-1.8
Total^c	282 788	279 207	-3 581	-1.3

^aIncludes 101 employees in 1977 and 110 in 1978 on leave of absence or appointed in an acting capacity. These are not included in total.

^bIncludes 18 SXs from the Office of the Auditor General.

^cIncludes 624 employees in 1977 and 222 in 1978 in the Public Service Staff Relations Board, and other employees whose positions have not been converted to one of the six occupational categories.

Source: PSC (Senior Executive Category) and Department of Supply and Services (all other categories)

The use of specified period appointments also increased in 1978, perhaps reflecting a desire for increased flexibility on the part of individual managers in the deployment of their human resources. The number of appointments for specified periods over six months, both to and within the Public Service, showed an increase of 13.9 per cent in 1978 compared to 1977, going from 40 397 in 1977 to 46 025 in 1978. Appointments for an additional term increased 16.6 per cent in 1978 compared to 1977, rising from 23 424 to 27 305.

If the pattern established in 1978 continues into the future, the effect on Commission staffing policies and procedures may be dramatic. Reduced recruitment and promotional activities will likely have an important effect on equal opportunity programs. The increase in lay-offs and the general reduction in career mobility could lead to employees challenging more frequently the outcomes of competitive processes.

Priority Clearance System

Partly as a response to the effects of the Government's austerity measures, and in keeping with the provisions of the *Public Service Employment Act*, the Commission established a priority clearance system in November of 1978. The system is designed to provide every available opportunity for re-appointment in the Public Service to those employees who have been placed in priority status. In essence, under this system, a department is able to exercise its delegated

staffing authority only after it has notified the Public Service Commission of its intention to fill a vacancy, and the Commission is satisfied that every person in priority status who is potentially qualified and available for that position has been seriously considered.

In practice, whenever a department intends to staff a position, it first informs the Commission, and the Commission searches its inventories for qualified individuals. If the Commission determines that there are no priority persons to consider for a vacancy, the staffing action proceeds as usual. If there is a priority candidate to consider, a referral is quickly made so that the responsible staffing officer may consider the candidacy. If found qualified, a priority candidate is immediately appointed to the position.

A priority clearance number is printed on all competition posters and appeal notices, in order to ensure highly visible compliance with the system. In a more formal way, the Commission uses the staffing action form and pay records to ensure that the clearance to staff that was issued for a particular staffing action conforms to the position, method of selection, classification and point in time at which it was issued.

Interdepartmental Transfer Service

The Commission's interdepartmental transfer service, established in 1977 to aid public servants seeking transfers, doubled both the number of requests it

received and the number of people it placed in 1978. Placements rose from 463 in 1977 to 1 040 in 1978. Half of these were in the Administrative Support and Operational Categories, the other half in the Scientific and Professional, Technical, and Administrative and Foreign Service Categories. The majority of employees who applied to use the service in 1978 did so in the context of career advancement. In the absence of promotional possibilities, transfers are being used increasingly as a career development mechanism.

Counselling Services

More employees applied to use the Commission's vocational guidance service in 1978. Many employees wanted to determine how their skills could be used to best advantage within the Public Service. The Commission's guidance service helps clients to gain an insight into their own particular interests, aptitudes, abilities and personal dynamics and to relate those qualities to job opportunities in the Public Service.

At the end of 1978, employees were being tested at the rate of 750 per year by the Commission's guidance counselors. Because of budgetary restraints, the Commission may have to reduce or even eliminate this service in 1979.

In addition to offering the vocational guidance service, the Commission administers a full set of tests to Career Assignment Program (CAP) nominees,

Table 8

Number of persons having staffing priority, by priority lists, status and disposition as of December 31, 1977 and December 31, 1978

Lists by priority	1977				1978			
	Disposition of priority status		Priority as of December 31		Disposition of priority status		Priority as of December 31	
	Reappointed	Lost priority	Active	Inactive ^a	Reappointed	Lost priority	Active	Inactive
Leave of absence—returnees/replacements	41	11	31	6	72	17	41	
Ministerial staff	3	4	2	0	5	2	6	
Lay-offs ^b	141	—	351	—	188	220	567	8
Surplus ^b	246	—	244	—	557	41	1 635	12
Unsuccessful conditional appointees ^c	52	0	84	0	63	0	43	
Total	483	332	712	87	885	280	2 292	22

^a Persons entitled to, but not exercising, staffing priority.

^b For 1977, data were available only as a total of both groups—317 employees under "lost priority" and 81 "inactive".

^c Although conditional appointments to bilingual positions were discontinued October 31, 1977, 63 such appointments made in 1977 were documented in 1978.

Note: Approximately 860 of 1 240 laid-off by the Department of Veterans' Affairs in 1978 elected not to exercise their priority rights and do not appear in this table.

and places these employees in simulated managerial settings. The nominees discuss in depth their test results with senior executives and Commission staff members trained for such debriefing. CAP nominees are thus able to identify their managerial strengths and weaknesses and plot a developmental strategy for themselves.

Commission Staffing Strategy

The Public Service Commission outlined in its 1977 Annual Report a series of steps which it intended to take to improve the efficiency of the staffing system and to render a better account of the effectiveness of that system. Despite the demands made on the Commission's time and energy by austerity and its effects, three elements of the new staffing strategy were introduced in 1978.

■ Senior management staffing
The first phase of the Commission's strategy to improve the methods of identifying and selecting senior managers in the Public Service was implemented in 1978 with the establishment of the Senior Management Staffing Directorate, designed to enable the Commission to be more responsive to the demand for more efficient and better qualified senior managers in the Public Service.

The directorate is responsible for staffing senior positions below the SX minus level, including the PM-6, PM-7 and post equivalent levels. In addition to its direct staffing activity, the emphasis of this new directorate is on developmental programs, human resource planning, career counselling and policy development as it affects the senior management group. Particular attention was focused in 1978 on developing the senior management staffing concept and associated selection guidelines that emphasize more strongly the managerial dimensions of qualifications for senior management jobs.

Data STREAM

Related to the establishment of the Senior Management Staffing Directorate were modifications to the Data STREAM system. Despite the belief that this computer-based staffing tool was widely used in the past to select candidates for interviews, in fact, the proportion of competitions in which it was utilized was very small (seven to eight per cent), except for jobs at senior levels. A decision was made, therefore, to limit its use

to appointments at the senior management level. As a result the Data STREAM population was reduced from approximately 110 000 to 24 000 and the updating of records of employees no longer eligible to participate in Data STREAM was discontinued.

Beginning in April 1978, the Commission also took steps to improve another area of the Data STREAM system—the large proportion of public servants who failed to submit or update the information required. The Commission publicized the occupational groups and levels of eligible participants, and encouraged them either to update their Data STREAM record or validate the information then in the system. A more accurate data bank resulted from this exercise. The use of posters and departmental inventories still may be authorized in conjunction with Data STREAM for the staffing of senior managerial positions, to broaden an otherwise inadequate field of candidates or to include those outside the Data STREAM population who have traditionally aspired to certain types of senior managerial positions.

A Data STREAM service unit was established with responsibility for policy and procedures and the provision of advice and assistance to eligible participants and users of Data STREAM.

Automated notice system

With the introduction of Data STREAM as a mandatory tool for the staffing of senior managerial positions, competition posters are now primarily used for all other positions.

The Commission has moved, over the past two years, to improve the efficiency of these posters, both by redesigning their format and developing an integrated approach to their production and distribution. A redesigned one-page format for posters was introduced in 1977, reducing costs by \$1.5 million per year, and improving the clarity and conciseness of the information presented to employees.

The second phase of the automated notice system—improving the preparation and production of the notices themselves—was begun in 1978. Printing and distribution centres are being established across the country, linked by a telecommunications network, to allow instant transmission of notices from any of these centres to a unit in the National Capital Region, established for translation of staffing documents. The translation

centre consolidates the notices on a daily basis, reducing distribution costs and speeding up delivery.

Implementation of this phase began in the Western provinces in October, 1978. It appears that a further substantial cost reduction will result from the first year of full implementation. Of even greater significance to the Commission is the more rapid, timely and controlled distribution of notices, which the system allows. The aim is to have the automated notice system in full operation by mid-1979.

Improving the Conduct of the Staffing System

The Commission's continuing efforts to improve the management of the staffing system are dependent, to no small degree, on the information gathered by the Commission in its audits of the delegated staffing authority exercised by departments. Improvements to the staffing system were made in three areas in 1978.

■ Staffing officer certification program
With delegated staffing authority accounting for over 90 per cent of all Public Service appointments, the Commission has maintained a concern as to the capabilities and expertise of departmental staffing officers who either exercise delegated authority or provide advice and assistance to managers who do so.

The Commission thus instituted in 1978 a complete one-year development course for new staffing officers, building upon its efforts in this field since 1975. This staffing officer certification program consists of five distinct steps: a four- to six-month exposure to staffing, under the direction of an experienced staffing officer in the department; a three-week basic staffing course; six months of compulsory on-the-job developmental assignments; evaluation of knowledge and techniques; and certification by the Commission of a staffing officer's authority to exercise staffing authority.

In preparation for the full operation of the certification program, the Commission identified all those positions for which the incumbents must be certified. It then granted initial certification to those who, because of their experience, met the necessary criteria for selection.

■ Appointments without competition
The Commission is of the view that it is

not always in the best interests of the Public Service to make appointments subject to competition. However, Commission audits have repeatedly identified areas where appointments without competition seemed to be used inappropriately. The Commission has been taking steps over the past two years to ensure that these appointments are used only where a competitive process would not be warranted.

Revisions were made to section 7 of the Regulations, to identify more clearly those instances where appointments without competition were warranted. The priority clearance system was instituted to ensure that those employees in priority status were considered properly. The Commission retains responsibility to approve all on-the-job training programs for positions, or groups of positions, that involve underfilling for more than one year and/or for more than one level below the classified level of the position, thus effectively controlling the use of such appointments. As well, in view of certain elements brought to light through a 1978 Federal Court decision, the Commission will decide on a case-by-case basis whether employees' careers have been prejudicially affected when transfers and reclassifications are made without competition, and thus whether appeal rights will be granted in these cases. It is expected that this case-by-case monitoring will limit the use of these kinds of appointments.

A number of classes of appointments without competition showed marked changes in 1978. As previously stated, there was an increase in the number of priority appointments made in 1978, an increase in the number of transfers, and an increase in the number of extensions of specified period appointments. The number of reclassifications in 1978 showed a decrease compared to 1977, dropping from 28 per cent of all promotions in 1977 to 22 per cent of all promotions in 1978. The use of acting appointments increased substantially, going from 3 500 in 1977 to 4 844 in 1978 (up 38.4 per cent). Other appointments without competition showed little change compared to 1977. Approximately 1 700 appointments involved a change of tenure in 1978, compared to 1 600 in 1977. A total of 2 067 public servants accepted downward transfers in 1978, about 100 fewer than in 1977. Five public servants were demoted in 1978 under provisions outlined in Section 31 of the *Public Service Employment Act*; there were 11 such cases in 1977. The Commission approved, in 1978, 183 of

210 requests to make appealable promotions without competition, an area for which delegated staffing authority was withdrawn from departments by the Commission in 1977.

■ Personnel agencies

The Government has been concerned over the past few years by the use of temporary help company employees in the Public Service.

Treasury Board guidelines on the use of such employees were implemented in 1978. The Department of Supply and Services became the contracting authority for such clerical and secretarial help for all departments and agencies in the National Capital Region on April 1, 1978, and the rules and regulations under which the system operated were established.

Within these guidelines, departments no longer had recourse to these agencies for jobs lasting more than eight weeks. Even for jobs of less than eight weeks, the National Capital Regional Office of the Commission accepted job orders from all departments in the region, offering departments a second source of supply for these positions. In addition, a pilot project was continued with two departments to staff short-term stenographic positions.

Since the beginning of the project, approximately 80 per cent of job orders received by the Commission were filled, 90 per cent of these within one day of receipt of the request. Administrative arrangements accounted for the withdrawal of approximately 16 per cent of the original requests.

Other Statistical Highlights

- The number of appointments for an indeterminate period decreased by 7.6 per cent in 1978 compared to 1977, dropping from 89 289 to 82 501.
- The number of interdepartmental appointments increased by 3.6 per cent in 1978 compared to 1977, going from 5 853 in 1977 to 6 062 in 1978. These appointments account for about 5.3 per cent of all appointments within the Public Service.
- The number of appointments requiring employees to relocate numbered 10 371 in 1978, an increase of 4.7 per cent over 1977. Of the geographical movements, 63 per cent occurred within a region, 37 per cent between regions. In 1978, 7.7 per cent of all promotions

involved a geographic move, compared to 6.6 per cent in 1977. In 1978, 11.4 per cent of all appointments requiring relocation involved a move from the National Capital Region to another region, compared to 10.9 per cent in 1977. A move to the National Capital Region was involved in 6.6 per cent of all appointments requiring relocation in 1978, compared to 7.7 per cent in 1977.

- The number of appointments involving a change of occupational group or sub-group decreased by 6.5 per cent in 1978, dropping from 14 594 in 1977 to 13 649 in 1978. Of these appointments, about 56 per cent were lateral transfers.
- Separations from the Public Service increased by 4 109 (12.6 per cent) in 1978 compared to 1977, rising from 32 503 in 1977 to 36 612 in 1978. Approximately six per cent of this increase is due to the increase in lay-off previously reported. The other 94 per cent is almost entirely due to an increase in the number of specified period appointments that terminated in 1978, up from 4 242 in 1977 to 8 115 in 1978, an increase of 91 per cent. Most of this increase was recorded in the Administrative Support and Operational Services.

Post-secondary Recruitment

Although general recruitment activity declined in the Public Service in 1978, the Commission's specialized post-secondary recruitment programs maintained their 1977 rates of hiring. The trend away from generalist recruitment continued in 1978. Emphasis was placed on specialist or target group recruitment particularly in the fields of financial administration, computer science, economics and engineering.

There were 26 093 applications to the Public Service in 1978 from recent university graduates, compared to 25 027 in 1977. In 1978, 1 051 appointments were made, a slight increase over 1977 figures. Reduced recruitment levels due to budgetary restrictions were evident in community college and CEGEP graduate recruitment—2 829 applications in 1978 compared to 4 047 in 1977; 273 appointments in 1978 compared to 354 in 1977.

Career-oriented summer positions offered post-secondary students assignments that complement, utilize and augment their academic training. There were 26 001 applications to the Career-oriented Summer Employment Program in 1978, compared to 21 052 in 1977; but the number successful in obtaining suc-

employment dropped from 1 998 in 1977 to 1 875 in 1978. The Commission also continued its active participation in cooperative education and internship programs in 1978 that provide a link between the Public Service and academic institutions, students and the work environment. During 1978, there were 46 assignments of this kind offered in the Public Service across Canada, compared to 594 in 1977.

Equal Opportunity Programs

Despite the effects of austerity, the Commission continued its efforts in 1978 to provide equal access to the Public Service for all groups in Canadian society. The following paragraphs give an indication of the type of activities pursued in the equal opportunities field in 1978.

Equal opportunity for women

The role of the Office of Equal Opportunities for Women (EOW) is to ensure that women have equality of access to Public Service positions in order to promote a better representation of women in all categories within the Public Service. The Office maintains statistical data, and provides advice and assistance to the Commission and departments in the identification and removal of barriers that exist for women in the Public Service environment.

The activities of the Office of Equal Opportunities for Women are included in chapter 4, which presents a detailed analysis of the situation for women in the federal Public Service.

Native employment

Through its Office of Native Employment, the Commission promotes employment prospects for native people in federal departments and agencies across Canada with a particular but not exclusive focus on those programs for which native people are a major client. Regional coordinators are located in the Commission's offices in Moncton, Montreal, Toronto, Winnipeg, Saskatoon, Vancouver and Yellowknife. In late 1978, the Commission officially opened the Yukon district office in Whitehorse, and the Office of Native Employment coordinator will be appointed to manage native employment operations in that region.

To help native people obtain work in the Public Service, the Office of Native Employment offers advice on applying for jobs and preparing for interviews,

and explains to clients the meaning and significance of regulations and legislation.

The Northern Careers Program was launched in 1974 as a means of achieving greater representation of native people in the federal Public Service north of the sixtieth parallel. This combined staffing and training program recruits participants from the northern native population. Participants enter the program as conditional employees of the Commission and then undertake formal educational training assignments or on-the-job training for up to two years.

The program is sponsored by the Department of Indian Affairs and Northern Development and is operated by the Commission on behalf of all fourteen federal departments having operations in the Northwest and Yukon Territories. As of December 31, 1978, a total of 142 Inuit, Indians and Métis have been recruited into the program. Of these, 38 have graduated by successfully competing for management jobs in the North; 24 have transferred to federal positions equal or equivalent to those held by the participant upon entry; 24 have withdrawn and 56 are current participants in the program. Many of those who withdraw rather than graduate have been able to secure new and better employment in the northern non-federal government sector.

The Treasury Board announced in late 1978 the federal Government's policy designed to increase the participation of Indian, Métis, Non-status Indians and Inuit people in all occupational groups and levels within the Public Service. Under this policy, the Commission has the responsibility for aiding departments in the identification and staffing of positions that ideally should be filled by people having a sound knowledge of native communities and customs, as well as for helping departments design training programs and for encouraging native

participation on selection boards for positions of importance or interest to native people.

The Office of Native Employment has data on applications, referrals and appointments available for the period April 1, 1978 to September 30, 1978. During that period, 79 appointments were made; 57 (72.1 per cent) in the Administrative and Foreign Services Category. The preponderance in this category is reflected in applications, referrals and inventory statistics as well. As of September 30, 1978, 1 156 native people were on active file in Commission offices of native employment.

A major policy aim in this area is improving the participation of native people at all levels of the Public Service. The majority of the native people in the Public Service now are concentrated in a few departments and mainly at lower occupational levels. Particular emphasis will be placed in the future on achieving native participation in middle and senior management positions and in those positions where individuals with a sound knowledge of the native people could make a particular contribution in the design or delivery of programs.

Black Employment Program

The Commission's Black Employment Program in the Atlantic region keeps the black communities of Nova Scotia informed of existing or anticipated vacancies and job opportunities in the Public Service. In 1978, 55 black candidates were appointed to the Public Service; two in the Scientific and Professional Category, one in the Administrative and Foreign Service Category, eight in the Administrative Support Category and 44 in the Operational Category. Since the introduction of the Black Employment Program in 1973, 228 black candidates have entered the Public Service. Appointment activity in the Scientific and Professional Category has increased,

Table 9

Number of black persons appointed to the Public Service in the Halifax-Dartmouth area, by category, 1974 to 1978

Occupational category	1974	1975	1976	1977	1978	Total
Senior Executive	0	0	0	0	0	0
Scientific and Professional	0	0	0	0	2	2
Administrative and Foreign Service	3	7	4	4	1	19
Technical	2	1	0	0	0	3
Administrative Support	3	10	8	12	8	41
Operational	4	37	38	40	44	163
Total	12	55	50	56	55	228

but decreased in the Administrative and Foreign Service and Technical Categories. Appointment activity in the Administrative Support Category has shown a slight decrease; the Operational Category shows a slight increase.

■ Employment of the physically and mentally handicapped

An internal Commission committee was established in 1978 to develop policies and procedures designed to eliminate existing obstacles preventing full access to Public Service employment for handicapped individuals. The committee is preparing appropriate training courses for staffing officers and line managers, developing special procedures for handling applicants in the Commission's regional offices and staffing programs, and establishing a sound statistical base in this field.

The Commission is working in close cooperation with a project team of the Treasury Board Secretariat and the Handicap Advisory Committee in order to foster positive attitudes among Public Service managers regarding the employability of handicapped individuals, and to remove artificial barriers to employment for handicapped persons.

In 1978, 143 handicapped persons were placed in clerical occupations in the National Capital Region, compared to 75 in 1977.

Official Languages and the Departments

The past year witnessed significant departmental activity in the field of official languages, following the complete revision of the Government's official languages policy, as outlined in last year's Annual Report. All departments and agencies, as well as the Commission itself, reassessed the full range of their official languages policies and procedures: the linguistic quality of the services they provide to the public and to their own employees; the use of French and English as languages of work; and the participation of the two official language communities within their organization. This re-evaluation in the light of the new policy led to the development of departmental action plans throughout the Public Service.

The role of the Commission in this area has been modified considerably as a result of the delegation to departments and agencies of the powers and responsibilities in the field of official languages. However, the Commission will continue to be accountable to Parliament for the administration of those sections of the *Public Service Employment Act* pertaining to the language proficiency of persons appointed to positions within the Public Service, especially bilingual positions. It will continue to define general guidelines and basic principles relating to the application of the official languages policy, and will provide departments with the necessary technical and specialized aid to enable them to discharge their new responsibilities in this field.

Specifically, the Commission will focus its activities in the following areas:

- elaborating guidelines for determining the language proficiency required of employees in bilingual positions
- providing advice, technical assistance, and other services to complement departmental language training plans
- approving departmental requests to staff bilingual positions on an imperative basis
- ensuring that francophones experience equality of opportunity in the Public Service.

Language Proficiency

In 1978, the Commission prepared a set of guidelines—*The Language Selection Standard: Determining the Linguistic Profile of Bilingual Positions*—to aid departments in the revision of the language requirements of all their bilingual positions. One of the aims of this review

was to allay criticisms made in the past of the excessive rigidity of the system used to determine the linguistic profile of a position. As well, the review has resulted in the raising of the overall level of language proficiency required for bilingual positions, which should result in the provision of higher quality service. Table 10 demonstrates the level of competence required for bilingual positions throughout the Public Service for 1977 and 1978.

Table 10 also shows that the revised second language knowledge requirements apply equally to anglophone and francophone public servants, although the requirements are different depending on whether French or English is defined as the second language.

Regional differences may account for some of these differing requirements. The level of second language proficiency required of incumbents of bilingual positions differs according to the predominant language of the region in which they work. An anglophone incumbent of a bilingual position in Québec is expected to provide a higher quality of service in French than an anglophone incumbent of a bilingual position in Toronto; similarly, a francophone incumbent of a bilingual position in Whitehorse is expected to provide higher quality service in English than a francophone incumbent in Sherbrooke. This situation may result from differences in the type of service provided to minority language communities. It may also be caused by the existence of what may be termed a "tolerance threshold": an anglophone from Toronto does not expect to receive the same quality of service in English in Québec as in Ontario, and similarly, a French-speaking Quebecer does not expect the same quality of service in French in Vancouver as in Montréal.

Regional variations, then, may explain some of the imbalance in the second language knowledge required of francophone and anglophone incumbents of bilingual positions. However, where this imbalance in linguistic requirements does not seem appropriate, particularly when found in the National Capital Region, the Commission has drawn this situation to the attention of departments. In some instances, after studying departmental official languages plans, the Commission suggested that the language requirements of certain bilingual positions be redefined.

To give further assistance to departments, the Commission intends in 1979 to improve its language selection standards and to provide departmental representatives with a clearer understanding of the principles underlying their use. The Commission also will work closely with departments to monitor the manner in which these standards are being implemented, in accordance with the revised official language policies.

The Commission approves of departmental decisions to raise the language requirements of their bilingual positions. These higher language proficiency requirements affect not only new appointees to bilingual positions, but present incumbents as well. Table 11 shows that, as of December 31, 1978, 70.2 per cent

of those employees occupying bilingual positions met the new requirements, indicating that in the past the language proficiency of many employees exceeded the requirements of their position. The Commission sees this as proof of the fact that the federal Public Service has at its disposition a supply of bilingual employees capable of responding to a good portion of its needs. As well, this demonstrates that resources used for language training have been well spent.

It is also worth noting that at year's end there were in the Public Service approximately 4 000 employees who, because of their fluency in both official languages, have been permanently exempted from language testing. The Commission is nevertheless mindful of the fact that a

gap still will exist between the future needs of the federal Public Service and the available bilingual manpower, due to the fact that there are a large number of bilingual positions to be filled in the Public Service which demand a linguistic competence more rigorous than in the past. As one means of addressing this problem, the Commission, after studying a number of departmental official languages plans, stressed to departments the importance of encouraging their English-speaking employees to make greater use of French in their day-to-day work, so as to help such employees retain and improve their second language proficiency. This practice would result in the maintenance and perhaps the improvement of the bilingual capacity of the Public Service in a practical and

Table 10

Number and percentage of bilingual positions required by level of proficiency in the second language (oral expression), October 1977 and December 1978

Level of proficiency	Second language					
	October 1977				December 1978	
	English		French		English	French
	No.	%	No.	%	No.	No.
Superior (C)	627	1.0	610	0.9	7 310	8 157
Intermediate (B)	28 776	43.9	29 169	44.5	39 646	38 293
Minimum (A)	11 702	17.9	13 997	21.4	14 922	16 211
Former minimum level (04)	17 129	26.1	17 298	26.4	—	—
Other ^a	7 300	11.1	4 460	6.8	6 859	6 076
Total	65 534	100.0	65 534	100.0	68 737	68 737

^a Includes positions where oral expression is not required, or where the requirements are either at the restricted ("instrumental") level (R); or the technical or professional level (P).

Source : The Treasury Board Secretariat

Table 11

Number and percentage of incumbents in bilingual positions, by occupational category and whether incumbents meet the linguistic requirements of their position, December 31, 1978

Occupational category	Linguistic Requirements					
	Do not meet					
	Meet		Not required to meet ^a		Required to meet	Total
	No.	%	No.	%	No.	No.
Senior Executive	722	72.0	234	23.3	47	1 003
Scientific and Professional	4 758	70.0	1 837	27.0	203	6 798
Administrative and Foreign Service	15 168	78.0	3 758	19.3	533	19 459
Technical	3 154	67.9	1 387	29.8	105	4 646
Administrative Support	11 894	65.3	5 762	31.7	553	18 209
Operational	3 213	60.6	1 965	37.0	129	5 307
Total	39 909	70.2	14 943	27.0	1 570	55 422

^a Incumbents authorized by the Exclusion Order to occupy a bilingual position without meeting its linguistic requirements, although some incumbents may express the willingness to meet them. Aside from unilingual incumbents this group consists of bilinguals whose proficiency is lower than the requirements of the position.

Source : The Treasury Board Secretariat

economic manner. However, the range of needs that must be met over the next few years will necessitate the maintaining of continuous language training, at least in the immediate future.

Language Training

The primary responsibility for implementing the Government's official languages policy lies with individual departments, which must now establish language training plans in order to attain their self-prescribed objectives. In matters related to language training, the Commission seeks to cooperate fully with departments and agencies, by providing advice, technical assistance, teaching materials and methods, and by developing language training programs tailored to departmental needs. This spirit of cooperation and service also is reflected in the development and organization of basic language training programs which the Commission provides in its own teaching centres. Since January 1978, the Commission has extended or reinstated its intensive, part-time and evening courses. This enlarged range of course offerings and the fact that the entitlement of up to twelve months of language training may now be completed within two years rather than on immediate appointment will give managers and employees greater flexibility in making their language training plans.

Departmental plans related to language training are of great importance in this regard since the Commission's own plans must rest on a knowledge of departmental needs and preferences. Probably as a result of imprecisely defined criteria, the language training aspect of departmental official languages plans has not yet given the Commission adequate guidance as to the scale and nature of the services expected of it. Consequently, the Commission has had to rely on, among other things, an analysis of current demand and enrolment in its courses in order to determine the direction its language training program should take. Such an analysis suggests that:

- demand for basic language training will stabilize at a lower level than in the past
- demand for specialized training, adapted to the specific needs of departments, will show a marked increase
- evening courses will once again become an important part of the language training program.

During the early months of 1978 and throughout the year, the registration rate for basic language training declined considerably. The number of persons graduating from such courses fell from 3 492 in 1977 to 1 783 in 1978 (Table 12).

This decrease can be explained by a number of factors. Probably, the key reason is that unilingual public servants appointed to bilingual positions are now able to schedule their language training over a longer period of time. This procedure enables managers to deploy their personnel more effectively and employees can familiarize themselves with their new duties more quickly. Since managers may now hold off for a year or more before sending their employees on language training, they have decided in a number of instances to wait until 1979 before enrolling those employees appointed in 1978.

On the other hand, specialized language training increased considerably in 1978. The Commission provided this type of training to 35 departments in 1978, compared with 21 in 1977. Since this type of training responds to specific departmental needs, it is usually made available to employees on departmental premises. These programs are designed both for public servants wishing to acquire language skills related specifically to their duties and for those seeking to improve knowledge of their second language for career advancement. This training, therefore, is directly dependent upon the initiatives taken by departments and upon employee's personal developmental plans. For example, the Commission

Table 12

Number of enrolments in continuous courses, by language of training, 1974 to 1978

Year	French language training			English language training			Total	
	Continuing from previous year	Enrolled during the year	Requirements met	Continuing from previous year	Enrolled during the year	Requirements met	Enrolled during the year	Requirements met
1974	395	2 606	1 006	29	374	113	2 980	1 119
1975	1 930	3 862	2 931	237	416	383	4 278	3 314
1976	2 314	3 843	3 206	241	609	456	4 452	3 662
1977	2 303	2 530	2 855	342	662	637	3 192	3 492
1978 ^a	1 336	1 332	1 398	328	387	385	1 719	1 783
Total		14 173	11 396		2 448	1 974	16 621	13 370

^a Includes new continuous part-time courses given at a rate of 4 hours a day.

Table 13

Number of enrolments in non-continuous language courses, by language of training, 1978

Courses	Language Training		
	French	English	Total
Part-time ^a	2 310	169	2 479
Cyclical	552	116	668
Evening	3 009	591	3 600
Total	5 871	876	6 747

^a These part-time courses are given exclusively in departmental facilities.

is now preparing, on behalf of Health and Welfare Canada, a course designed to provide a practical knowledge of French used in the fields of science and medicine. Moreover, this trend towards specialized language training corresponds to the Commission's long-term goals with respect to language training: establishment of developmental courses adapted to departmental needs with the corresponding provision by the Commission of appropriate technical assistance. Departments and agencies with too few candidates to justify offering these types of courses on their own premises are being informed that, as of January 1979, the Commission will provide these courses in one of its centres in the National Capital Region.

The third type of courses offered by the Commission—evening courses—which resumed in January 1978, have proven very popular. During the year, 3 600 students enrolled in these courses. Clearly, a significant number of public servants are interested in learning a second language, for participation in these courses is entirely voluntary.

In addition to basic language training and specialized language courses the Commission also offers counselling services to Public Service students and helps departments plan and develop language training programs designed to meet their specific requirements. In addition to providing services to federal departments, the Commission supplies specialists and teaching materials to the para-public and private sectors. It is particularly important to note that the Commission is providing these services at a time when staff reductions are having a serious impact on language training. Of the 1 312 person-years attached to this sector in 1978, only 815 will remain in 1979. Nevertheless, language training programs certainly represent one of the most important elements in changing attitudes and in creating a bilingual Public Service.

Bilingualism: An Imperative Staffing Requirement

Since the revised policy was instituted in 1977, departments have been able to demand a knowledge of both official languages of prospective candidates for certain bilingual positions where the eventual appointee would be expected to use both languages immediately upon taking on the position. In its desire to have these new policies interpreted and applied in a uniform manner, the Commission has retained authority for

approving departmental decisions in this area. It gave approval to 92 per cent of such requests submitted by departments in 1978; however, it should be noted that only 273 full-time indeterminate bilingual positions were so staffed in 1978, i.e. 1.5 per cent of the total number of such positions staffed during the year. In actual fact, 81.3 per cent (17 891) of all those appointed in 1978 to bilingual positions, staffed on an imperative basis or not, were filled by candidates with the required second language proficiency upon entry. This situation represents a progression towards the Commission's goal to return to the normal application of merit: where language proficiency becomes a basic selection criterion like others such as professional qualifications and experience.

Francophone Participation

Data for 1978 relating to francophone participation in the Public Service need careful interpretation. Some indicators suggest that the Public Service is making little progress in this area. Other factors are more encouraging—for example, the positive results achieved by the Post-Secondary Recruitment Program and the increased sensitivity of departments with respect to francophone participation. There was a marked increase in the number of francophones recruited from university graduates in 1978, as compared with 1977, as shown in Table 14. On the other hand, the percentage of francophones in the Public

Service dropped by 1.0 per cent in comparison to 1977, from 27.2 per cent in 1977 to 26.2 per cent in 1978.

In terms of their distribution by occupational category and level, the francophone participation is as follows:

- they are more strongly represented in the Administrative Support and Operational categories; 66.9 per cent of all francophones in the Public Service had positions in these categories as opposed to 60.1 per cent of all anglophones
- 6.8 per cent of all francophones are in the Technical Category, as compared to 10.9 per cent of all anglophones
- 6.3 per cent of all francophones are in the Scientific and Professional Category, as opposed to 9.3 per cent of all anglophones
- in the Senior Executive Category, the respective proportions are 0.4 per cent of francophones and 0.6 per cent of anglophones.

It is in the Scientific and Professional and Senior Executive Categories where, in the Commission's view, greatest progress is yet to be made in increasing the participation of francophones within the Public Service, and consequently, where the Commission intends to focus its efforts. The proportion of francophones in the Senior Executive Category remained stable in 1978, protecting the significant gains made in this category in the past.

Much remains to be done to enable francophones to pursue their career in their

Table 14

Number and percentage of appointments resulting from recruitment campaigns in universities, colleges and CEGEPs, 1977 to 1978

Colleges and CEGEPs	Anglophones ^a		Francophones ^a		Total	
	No.	%	No.	%	No.	%
1977	277	78.2	77	21.8	354	100
1978	228	83.5	45	16.5	273	100
Universities						
1977	763	75.7	245	24.3	1 008	100
1978	748	71.2	303	28.8	1 051	100

^a Preferred working language of appointee

Table 15

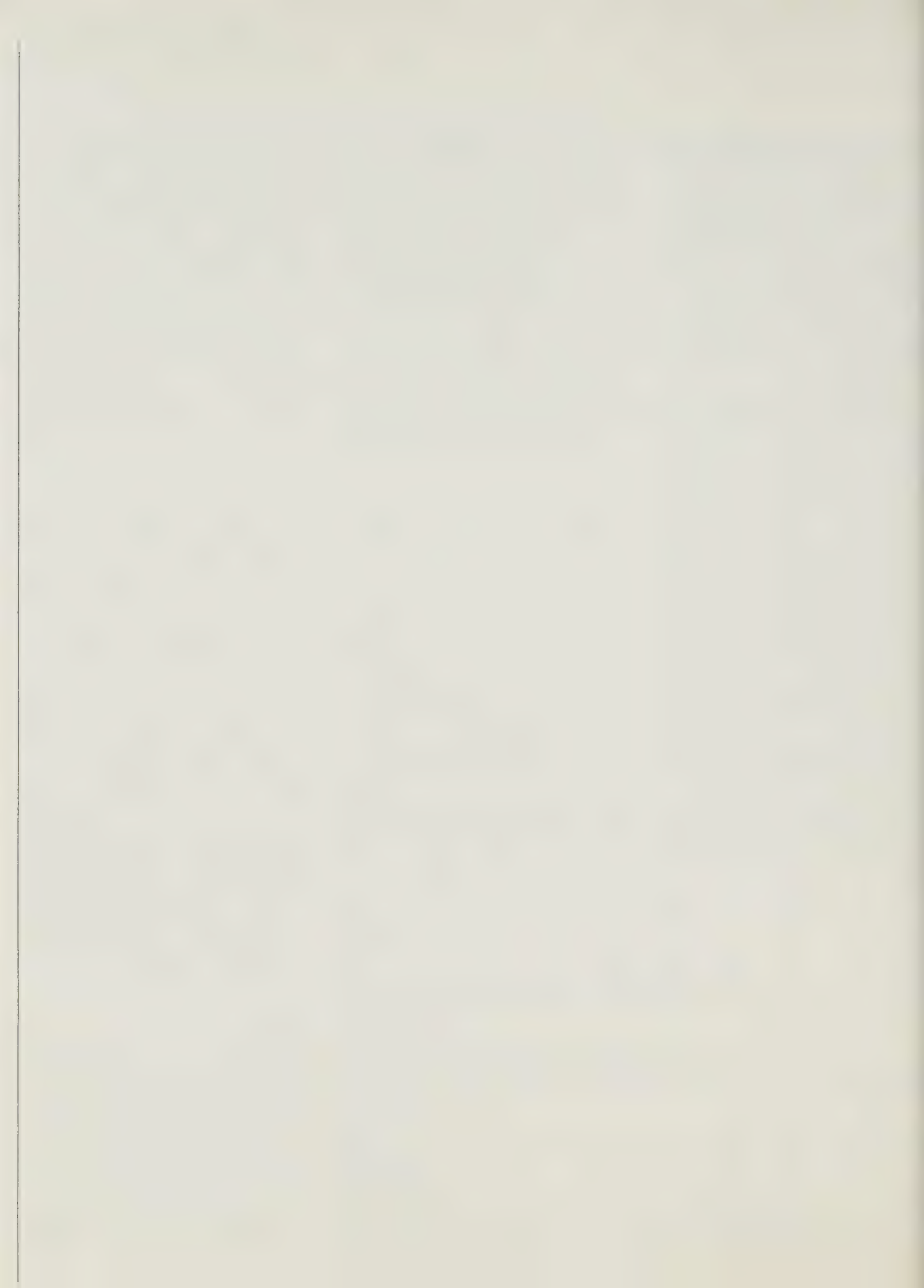
Number and percentage of positions by linguistic status, October 1977 and December 1978

Linguistic status	October 1977		December 1978	
	No.	%	No.	%
Bilingual	65 534	20.4	68 737	20.8
English essential	187 107	58.2	201 411	61.1
French essential	39 528	12.3	38 388	11.7
English or French	29 160	9.1	21 111	6.4
Total	321 329	100.0	329 647	100.0

Source: The Treasury Board Secretariat

own language in the Public Service. The existence of a full range of unilingual French positions would be the most certain guarantee for francophones of being employed and promoted in positions enabling them to use their own language. In actual fact, however, these possibilities remain limited and it is through bilingual positions, in large part, that francophones are hired and promoted within the Public Service. This is a situation that is faced by both unilingual francophones and anglophones, despite their legitimate wish to work entirely in their own language.

It should be noted that, in 1978, 55.8 per cent of all persons appointed to bilingual positions were francophones. There are developmental benefits that accrue to the incumbents of bilingual positions, but francophone incumbents have much less of an opportunity to use their own language at work. Viewed from an historical standpoint, these current difficulties may well be temporary, rather than insoluble. The basic trend, when seen against the backdrop of Canadian society, is one leading inevitably toward a Public Service that will reflect the linguistic duality of the country in a more balanced manner. The Commission's accomplishments in this regard are promising: it has significantly increased francophone participation through its Post-Secondary Recruitment Program; over the past several years, there has been a constant increase in the use of French and the participation of francophones in its professional training and development programs; and Commission assistance is increasingly being demanded by departments with a view to improving their francophone participation.



Auditing the Management of Staffing

As outlined in Chapter 2, the Public Service Commission, over the past few years, has embarked on a new concept of delegation. The initial approach to delegation was regulatory rather than managerial and lacked a clear definition of the mandate and responsibilities of deputy heads in the staffing process. Part of the Commission's response to this problem included a major revamping of its audit program.

The new approach to audit, consisting of three phases (profile, review and audit) was described in detail in the 1977 Annual Report. The full implementation of this revised approach to Staffing Audit and Review began in 1978.

To maintain the comprehensiveness of Commission audits, consultation with interested groups is emphasized to ensure adequacy of coverage and to allow for exchange of information. Areas of concern identified through research on appeals, investigations, previous audits and discussions with Staffing Branch officials are pursued; at the profile stage of the process, a departmental perspective is obtained through discussions with departmental officials and a review of related documents; and finally, prior to the Staffing Audit and Review, meetings are held with union representatives to obtain their perspectives on departmental staffing machinery. Such consultation has occurred with the Public Service Alliance and the International Brotherhood of Electrical Workers, and has proven useful in identifying areas for particular review.

In an attempt to lessen the proliferation of audits, continued efforts have been made over the past twelve months to establish and improve communication channels with directors of personnel and their respective audit groups. Where possible, the Commission auditors use the information collected by departmental auditors to supplement the scope of their examinations. In other cases, departmental auditors participate jointly with the Commission auditors in the staffing examinations. A new venture in this area is a joint staffing/classification audit with the Treasury Board, planned for the summer of 1979.

1978 Audit Findings

Thirty-four departments were audited in 1978 and national reports prepared and issued for them. Review findings and

observations differed substantially from department to department. Sound staffing management practices were the rule in many of these departments and agencies, particularly in the areas of policy making, planning and control. Sub-delegated authority in these organizations was controlled carefully by management and was exercised with an understanding of the complexities of the staffing system.

However, significant problems were identified in some departments. In one department, the staffing function was found to be poorly administered due to the lack of leadership, advice and coordination provided by the staffing section at the corporate level, which was due to the poor visibility of staffing at this level. The structure of another organization, with two distinct departments and two deputy heads, resulted in insufficient communication between the personnel division and other departmental components, as well as between the two departments themselves at the senior level. Heavy workloads and a high turnover rate for staffing officers created problems with the policy, planning and control aspects of another department's staffing operations.

In each of these instances, the Commission recommended improvements in the management of the staffing system. These ranged from suggestions to improve management control systems to recommendations to review departmental structural and reporting relationships relating to the staffing function.

Audits in 1978, as well as examining departmental management of the staffing system, identified several specific areas needing attention, in some or all departments.

Statutory priorities and preferences

Problems in dealing with statutory and administrative priorities surfaced in many departments audited in 1978. Most departments lacked documentation to show that they had given proper consideration to people with priority status. Auditors balanced their own observations in this regard with the evidence presented by staffing officers. Although it was noted that appointments had been made from the priority list, lack of consistency was a problem. These identified weaknesses in consideration of priorities and more particularly

in their documentation, coupled with the increasing number of individuals with priority status, accelerated Commission initiatives to implement its priority clearance system. The clearance system, along with recommendations to individual departments for improvement of the management control of priorities, should result in appropriate consideration of persons with this status.

Selection tools and techniques

The use of selection tools takes in a broad area including statements of qualifications, rating guides, screening board reports, assessment tools, tests and rationales for rating. Recommendations for improvement in this crucial area were made in most departments in 1978. Audits revealed problems ranging from the lack of a statement of qualifications at the beginning of a staffing process to the use of unenlightening selection board reports at the end of the process. In many departments, firmer control by staffing was recommended; in other cases, augmented training programs were required. In some instances, the Commission recommended that the entire selection process be reviewed, and that a comprehensive policy for the provision to line managers of training in selection tools and techniques, be developed. The introduction of the mandatory certification program for responsible staffing officers is expected to alleviate some of the problems identified by Commission audits.

Acting appointments

Audits also revealed that acting appointments were not always made in accordance with Commission policy. Tighter administrative controls were recommended to ensure that sound advice and a full consideration of the principle of equality of access were respected in the selection of individuals for this kind of appointment.

Personal service contracts

Audits found that controls were generally adequate to guard against employee-employer relationships in the use of personal service contracts, but the following problems were nonetheless identified in some departments:

- contracts with temporary help agencies in the National Capital Region were extended beyond the normal eight-week period without the required substantiation
- personal service contracts were sometimes used for work that appeared

to be part of regular on-going departmental responsibilities, which consequently violated existing guidelines.

Where applicable, the Commission recommended greater involvement and control by departmental personnel divisions in the use of personal service contracts. Also, because of the shared responsibility in this area between the Commission (for all employment policies and practices in the Public Service) and the Treasury Board (for the establishment of government contract regulations), audit information on the use of personal service contracts was forwarded to the Administrative Policy Branch of the Treasury Board for further study and appropriate corrective action, where abuses were found.

Reclassification

In several departments, audits revealed inadequacies in the systems used to control appointments made as a result of reclassification. In some instances, reclassification of encumbered positions was authorized without proper consideration of staffing implications (such as the impact on incumbents of identical positions), or without due regard to the qualifications of the incumbent. These difficulties often related to inadequate consultation and understanding between staffing and classification specialists.

The use of lengthy specified period appointments

The use of specified period appointments was questioned in several departments. The inordinate number and extended nature of many of these appointments (some in excess of five years) were brought to light and called to the attention of the deputy heads concerned and the Commission, for appropriate remedial action.

The Commission's concerns were not limited to legal issues; the question was raised whether these long-standing specified period employees had the right to the same benefits as individuals appointed on an indeterminate basis. While some departmental operations make the use of such appointments necessary, the practice will continue to be examined carefully by Commission auditors.

These various problem areas were identified and recommendations made for their improvement. However, these specific areas must be seen in the overall context of audit activity, which revealed

that sound management and proper control of sub-delegated staffing authority was exercised generally throughout the Public Service.

Special Audits

The following provides a summary of the special audits undertaken during 1978; that is, those not conducted specifically in conjunction with the renewal of departmental instruments of delegation.

The Staffing Branch of the Public Service Commission was subjected to a staffing audit, in conjunction with an operational audit performed by the Commission's Internal Audit Directorate. Recommendations were made in four areas: work-sharing arrangements with departments; the administration of statutory and administrative priorities; administration of the applicant inventory and referral system; and comprehensiveness of file documentation.

A Staffing Audit and Review of the Career Oriented and Non-Career Oriented Summer Employment Programs (COSEP and non-COSEP) was conducted in thirteen departments during the summer of 1978. These investigations resulted in ten terminations of employment, either through departmental initiatives or through revocations by the Commission. Audits uncovered a number of deficiencies in the administration of these two programs. The programs were found to have a low visibility with students in specialized fields of study, and problems were uncovered with respect to the deadlines established for receipt of applications. This resulted in the number of qualified candidates in the programs being substantially reduced. Corrective action has been initiated, including the removal of the deadline for the receipt of applications to the COSEP program for 1979, and a reorientation of publicity to COSEP target groups.

An audit also was made of all aspects of the recruitment and referral services provided to departments by the Canada Employment and Immigration Commission (CEIC) for positions in the Administrative Support and Operational Categories. Although the audit revealed general satisfaction with the service, a number of problems were discovered. Not enough information was made available to the public concerning employment opportunities in the Administrative Support and Operational Categories; communication between and within both departments was in need of improvement; project objectives were incompletely

defined; and required procedures for many aspects of the service were not always followed. Improvements were recommended to increase the quality and quantity of information concerning the operation of the program supplied to management, and to clarify and revise the division of roles, responsibilities and objectives between and within both Commissions.

Instruments of Delegation

For the first time, audits had a direct impact on renewals of instruments of delegation. In four of the 34 departments audited during 1978, the Commission established limitations and conditions to be met before it proceeded with full renewal of delegated staffing authority.

In one department, the instrument of delegation was extended for a period of only 12 months, and under two conditions: that an action plan be implemented to correct staffing weaknesses in collaboration with the Commission's Staffing Branch, at which time a subsequent audit would be conducted in the department to provide the basis for a further renewal of the instrument of delegation.

In another department, the extension of the instrument of delegation was deferred as a result of audit findings. The Commission provided a limited four-month period of validity for the delegated staffing authority, and a major review was conducted at the end of that period to determine the progress made in overcoming staffing deficiencies. The instrument was then renewed again for a limited period of one year, at the end of which the department will be subjected to another complete audit.

In a third department, audit findings and recommendations resulted in a major modification of the instrument of sub-delegation, which significantly reduced the number of holders of sub-delegated authority, without detrimentally affecting departmental operations.

Conclusion

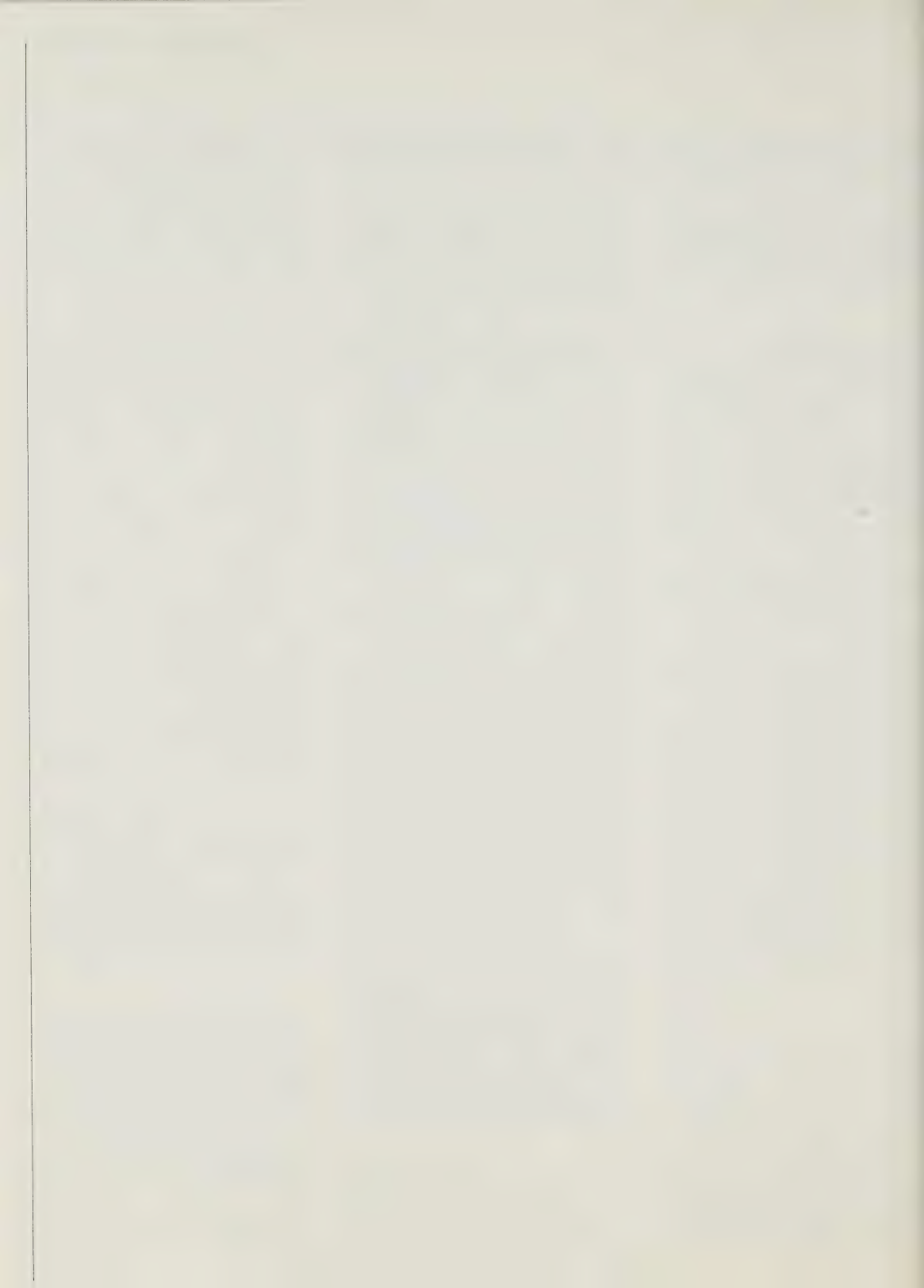
The shift in focus of the audit function in 1978 resulted in a significant shift in its impact on the management of the staffing process in departments. Findings, observations and recommendations made to deputy heads stressed their accountability for the management of the staffing function in their departments within the limits of delegated authority. Such communication has tended to ensure the implementation of appropriate corrective action, as senior level

departmental management has generally accepted audit recommendations.

A more carefully planned approach to the renewal of delegated authority is being established, using an in-depth audit, follow-up action by the Commission on implementation of corrective measures, and establishment of conditions and limitations on the actual renewal of delegation.

The application of the revised Staffing Audit and Review methodology over the past year has highlighted for the Commission the differences that exist between conventional financial audit and the audit of staffing activities. The fundamental difference between the two is related to the concept of restitution. The application of a financial audit program can ultimately result in restitution through the courts, even if achieved months and years after the fact, since the necessary remedial action is generally clear. The audit of staffing activities must use different means to achieve whatever corrective action may be necessary. The concept of restitution, as used in the financial sense, has little applicability in staffing activities. An audit in this area must focus on correcting deficient practices as they are identified in order to ensure they do not recur. To effectively achieve this end, close cooperation with the operational arm of the staffing function must be maintained. Were this cooperation to be diminished, the effectiveness of staffing audits would be correspondingly weakened. In addition, since over 90 per cent of the current appointments are delegated to departments, the application of the Commission audit program can be perceived as a management audit of the staffing system across the Public Service.

The activities of the Commission's Audit Branch reflect the Commission's management orientation to its responsibilities and its preoccupation with defining and developing a new framework for the partnership of responsibility that the delegation of staffing authority implies. A proper application of the audit function is an indispensable component of the Commission's overall accountability for the staffing function in the Public Service.



Equity and Fairness through the Redress Systems

As 1978 was the first year of operation of the integrated Appeals and Investigations Branch, a special effort was made to develop and maintain an information program on the work of the Appeals, Anti-Discrimination and Investigations Directorates, which constitute the branch. This involved senior officials travelling to centres across Canada and presenting information to public servants and members of staff associations. These efforts will be continued to ensure that public servants are aware not only of the formal appeals and complaints processes, but also of informal redress mechanisms available to them in such cases as dismissals, recommendations of lay-offs, demotions and transfers.

A branch registrar was appointed to accept all appeals and complaints, assign them appropriately within the branch, ensure that they are properly and expeditiously handled, and establish an appropriate follow-up system. The registrar also advises public servants and applicants for Public Service employment who are seeking redress, of the most suitable avenue to follow.

There was growing evidence during 1978 that departmental officers were providing more meaningful information to unsuccessful candidates about the results of competitions. This practice is to be encouraged as it often results in decisions not to appeal or in the withdrawal of appeals by those public servants whose only purpose in appealing is to elicit this type of information. On occasion, this openness may lead a department to decide not to make an appointment, or to concede, thereby speeding up the staffing process. It also contributes to the development of a healthy environment in the departments concerned and is consistent with the internal communications policy issued in 1978 by the Treasury Board.

Appeals

The number of appeals filed declined in 1978 by 21 per cent compared to 1977 (2 802 in 1978 against 3 559 in 1977). However, if the 473 appeals that were filed in 1977 against one selection process are eliminated, the decrease is reduced to approximately nine per cent. In any event, the uneven and unpredictable trend of appeals over the past 10 years continued in 1978.

Of the 2 802 appeals filed in 1978, 2 687 were appeals against appointments (Section 21 of the Act) and 115 were appeals against recommendations to demote or release (Section 31 of the Act). The percentage of appeals allowed against appointments declined to 17 per cent in 1978 from 31 per cent in 1977. If, however, the 473 appeals against a single selection process (referred to above) are excluded, since all were upheld, the percentage of appeals allowed in 1977 would drop to 20 per cent; this is more in line with the 1978 figure. The appropriateness with which candidates' qualifications were assessed remained the single greatest factor resulting in appeals upheld (53 per cent).

Concerns have been expressed on occasion about certain aspects of the appeals system. Some suggest that the appeals process is ineffective in that the original candidate usually is chosen in the re-run of the selection process. Studies have shown, however, that this is the case less than 50 per cent of the time. In 26 per cent of the cases heard, the successful appellant ultimately was appointed to the position under appeal. In another 25 per cent of the cases, neither the appellant nor the employee initially selected for appointment was finally appointed. Another concern is that the appeals system hinders efficient departmental staffing procedures. Figures for 1978 show that only a small

Table 16

Number of appeals against appointments^a, demotion or release^b and yearly increase or decrease in percentages, 1968-78

Year	Appeals	Increase /decrease %
1968	1 318	
1969	1 413	+7.2
1970	1 417	+0.3
1971	2 032	+43.4
1972	2 518	+23.9
1973	3 061	+21.6
1974	4 125	+34.8
1975	3 417	-17.2
1976	2 810	-17.8
1977	3 559	+26.7
1978	2 802	-21.3

^aSection 21, Public Service Employment Act.

^bSection 31, Public Service Employment Act.

percentage (7.4 per cent) of appealable processes are appealed (1 602 of 21 667). Furthermore, on average, only four weeks separates the receipt of an appeal document and the rendering of a decision by an appeal board.

Another concern is that appeal boards tend to be too "legalistic", losing sight in the process of the very aim for which they were created—that is, to ensure to all public servants basic equity and fairness within the framework of the merit principle. The following cases are significant in this context as they demonstrate how, within the framework of the law, appeal boards grapple with fundamental issues of equity and fairness.

Appeal Cases, 1978

- A deputy head recommended the release from the Public Service of an appellant, at that time in the midst of serving a five-year prison sentence, on the basis that the appellant was not able to perform the duties of his position. At the hearing, the appellant's representative noted that the department had made its recommendation a full two years after the sentence had been passed and within two months of the date when the appellant was to become eligible for parole. Evidence was presented before the appeal board that the appellant always had been considered a good employee and that his co-workers were willing to have him back at work. The appellant's correctional officer also documented the appellant's good behaviour while in prison, the positive results he obtained on psychological tests and the considerable likelihood that he would be granted parole.

The appeal board decided that the recommendation to release was inopportune. Strictly speaking, it was true that the appellant was unable to assume the duties of his position at the time of the hearing. In the opinion of the appeal board, however, the department apparently had failed to take into account certain considerations that, although not expressly written into Section 31 of the *Public Service Employment Act*, should reasonably be inferred from it. One of these was the likelihood that the employee would be capable of resuming the duties of his position, within a reasonable period of time; in this case, given the high probability of his early parole. To paraphrase the decision, a department of the Public Service must set an example in encouraging the social rehabilitation of one of its employees who, having strayed in the past, has

demonstrated a will to play an active role in society.

- An appellant had been found qualified and ranked fourteenth on an eligible list of 33 candidates in a competition established to fill 19 immediate vacancies. The department nevertheless decided not to place his name on an eligible list because he allegedly failed to obtain the security clearance required for the position. During the hearing, the department refused to disclose the reasons that had led it to declare the appellant unreliable with regard to security matters, stating that it involved a question of national security. The appeal board upheld the appeal on the basis that the department's actions effectively denied to the appellant a fundamental principle of natural justice—that is, the right to be heard in one's own defence. Any limitation of this basic right would be an extraordinary measure that must be provided for by law, and the material before the board did not lead it to believe that this circumstance prevailed in this case.
- A department ran two simultaneous but distinct closed competitions, one within a given branch and one across the entire department, in order to fill three vacancies. Three qualified candidates who were found through the branch competition were selected for appointment, and the department-wide competition was cancelled. The department contended that the appellants who had been candidates in the broader departmental competition should not enjoy the right of appeal, since the particular competition in which they had been found qualified had been cancelled.

The appeal board first determined that, with the exception of the areas of competition, the two competitions were identical. It also allowed for the possibility that the proposed appointees in the branch competition could have been less meritorious than the persons in the departmental competition. Therefore, since there is no provision in the *Public Service Employment Act* to give priority to one competition over another, the appeal board decided to hear the case on its merits. With this decision, the department conceded the case.

Appeals and the Federal Court

Although appeal board decisions are binding and final on all parties, any party who is directly affected by the decision and is not satisfied with an appeal board decision may apply to the Federal Court of Appeal to have the decision reviewed and set aside. The Public Service Com-

mission also may apply to the Federal Court to have an appeal board decision reviewed. It is not yet common practice for departments to question appeal board decisions before the Court because it is usually more expeditious for them simply to correct a defect identified by an appeal board in its decision. However, it is becoming more common for candidates originally selected (who were not parties before the appeal boards under Section 21 of the Act, but who are parties directly affected by the appeal board decisions) to challenge appeal board decisions before the Federal Court.

A decision may be challenged in the Federal Court on the grounds that the appeal board:

- failed to observe a principle of natural justice, or acted beyond its jurisdiction
- erred in law in making its decision
- based its decision on an erroneous finding of fact made in a perverse or capricious manner, or without regard for the material before it.

Since the creation of the Federal Court in 1970, 142 appeal board decisions have been taken before it. Of these, 25 were set aside. In the same period, appeal boards disposed of some 25 000 appeals.

Appeal boards take a special interest in Federal Court cases. These cases affect not only the case under consideration, but also establish precedents for the future. The principles set out in these cases influence the procedure and practices followed in future appeal board hearings.

Federal Court Cases

- The Federal Court supported an appeal board decision and dismissed an application brought before it concerning the failure of a department to comply with a requirement of the law. The Federal Court stated that failure to comply with the pertinent legislation only invalidates a selection process if there is a real possibility that compliance with the legislation might have brought about a different result. (The *Griffon* case)
- The Federal Court ruled that a rating board had no authority to establish qualifications for a position, its function being to assess the relative merits of qualified candidates as a basis for appointments to be made by the Commission. The rating board's assessment of merit must be carried out on the basis of qualifications properly established by

the department, and in accordance with selection standards prescribed by the Commission. (The *Irwin* case)

A Federal Court case related to the proposed appointment of a person whose application had not been received within the time period advertised for the competition. With regard to this, section 5(1) of the Act reads as follows:

46(1) *The Commission shall examine and consider all applications received within the time prescribed for the receipt of applications and after considering such further material and conducting such examinations, tests, interviews and investigations as it considers necessary or desirable, shall select the candidates who are qualified for the position or positions in relation to which the competition is conducted.*

The Court ruled that on a strict application of the law only those applications received within the prescribed time could be considered. Therefore it ruled that the proposed appointment was unlawful. (The *Dyker* case)

In a significant case pertaining to the right of appeal under Section 21(b) of the Act (appointment without competition), the Federal Court decided that the Commission could not by regulation express its opinion as to whether an individual's opportunity for advancement had been prejudicially affected. The opinion to which Section 21 refers is, in the mind of the Court, one that must be formulated by the Commission in each individual case with due regard to all the circumstances of the case. Since this had not happened in the case under consideration, it amounted to an individual being unlawfully deprived of his right of appeal. (The *Yergeau* case)

In another case, in the re-run of a selection process due to an allowed appeal, a department limited its corrective actions to the defect identified by the appeal board. The Federal Court ruled that an appellant is barred in a second appeal from presenting grounds that had already been covered in the first appeal and had not been found irregular by the appeal board. (The *Duplessis* case)

Investigations

The Investigations Directorate is responsible for conducting investigations into complaints or enquiries concerning the application of the *Public Service Employment Act* and Regulations and the application of policies and directives

of the Public Service Commission or departments, resulting from the Act or Regulations. Its mandate covers staffing, lay-off actions, rejections on probation, resignations and abandonments of position, but excludes on-going competitions, appealable matters and allegations of discrimination, which are dealt with by the branch's other directorates.

While the volume of activity in the directorate declined during the first half of the year, the number of complaints received in the last half increased considerably in comparison with the same period in 1977. In 1978, 263 complaints were received and 174 investigations were initiated, compared with 160 in 1977—an increase of eight per cent. Of the 120 investigations completed in 1978, the complaint was found to be justified in 35 cases; 67 cases were still in progress as of December 31, 1978.

The following are examples of the types of investigations conducted during the year and the corrective actions directed:

- A complainant alleged that he was denied a lateral transfer because of inadequate knowledge of the English language, even though he met the language requirements of the position. It was discovered in the course of the investigation that he was interviewed in English, contrary to his request to be interviewed in French. The board found his knowledge of English lacking, despite the fact that language cannot be rated by a selection board and the fact that he met the stated linguistic requirements of the position. A new board was set up and the complainant was found qualified and offered a position.

- A union alleged on behalf of one of its members that a selection board had been misdirected with respect to the selection criteria which could be used in a competition for a specified period employee. The board had been told that it could not ask candidates if they were in possession of a valid Provincial Pipefitter Journeyman's Certificate as it was not a mandatory requirement in the General Labour and Trades (GL) selection standard. The investigation showed that the complaint was well founded as the GL selection standards had not been applied in a consistent manner: the department concerned regarded the possession of a Provincial Journeyman's Certificate as an essential requirement for the indeterminate appointments of pipefitters at that establishment.

Selection standards permit a staffing officer to determine if such a certificate

is essential or if other proof of competence is acceptable. However, once the specifics of the basic requirements have been determined, they must be applied consistently to both indeterminate and specified period employees under similar circumstances. The department is now aware of the need for consistency in this respect.

- An employee who had been declared surplus complained that his qualifications had not been properly considered when the decision was made. The investigation revealed that a list in reverse order of merit had been established from which the lowest ranking employees were laid off in a region of the department where several employees at the same group and level were doing similar work. However, the method used to evaluate these employees was found to be highly irregular. When this was brought to the attention of the department, corrective action was taken and a new evaluation process initiated.

- A union alleged unfair practices by a department in creating repeated breaks in the service of a specified period employee and in failing to establish properly specific predetermined periods of employment for him, in effect employing him as an indeterminate employee. Investigation of the records of the department showed that the employee had not always been properly notified of the specific periods of his employment. Furthermore on a number of occasions, over a two-year period, he had been employed without a specific predetermined period of employment. The employee officially was granted indeterminate status subsequent to the investigation.

Anti-Discrimination

The Anti-Discrimination Directorate experienced an increase of 33 per cent in complaints requiring formal investigation during 1978.

As of March 1, 1978, with the passage of the *Canadian Human Rights Act* that binds the federal Public Service to its provisions, the Canadian Human Rights Commission and the Public Service Commission adopted a procedure under which the Anti-Discrimination Directorate would continue to investigate allegations of discrimination in or against federal departments subject to the *Public Service Employment Act*. This procedure entails close cooperation with the Canadian Human Rights Commission.

The Anti-Discrimination Directorate also continued its general role of investigating allegations of harassment and injustice, and, in fact, a large percentage of the complaints handled during the year fell into this category. Race, colour, national origin, age and sex, in that order, continued to be the predominant causes for complaints of discrimination in 1978. In the ombudsman area, complaints involving harassment, security clearance and criminal record were the most frequent. Investigations continue to show that lack of training, rather than malicious intent on the part of immediate supervisors and middle managers, is more often the cause of complaints relating to the denial of employee rights or the differential application of regulations.

The following case summaries illustrate the types of complaints received and dealt with during 1978:

- An employee alleged discrimination on grounds of national origin, having been denied a position for which he was qualified because he was unable to obtain security clearance. The employee had been living in Canada since a very early age, but had not been granted security clearance because he had relatives still living in his country of origin. The investigation revealed that the security clearance classification for the position in question was unrealistic. As a result, the department reviewed the security designation of all its positions, to the advantage of the complainant.
- A complainant alleged discrimination based on sex when her employment was terminated in the early months of her pregnancy. The investigation substantiated the allegation, and the complainant was reinstated with compensation and an apology.
- An employee was not permitted to work in certain areas as she lacked a security clearance, denied because of her previous criminal record. Investigation revealed that the employee was, occasionally, on an urgent basis, permitted to act as a replacement in sensitive areas normally prohibited to her. Following the investigation the employee was given the assurance that, because of the time lapse since her criminal offence and her good record since that time, she would be cleared at the required higher level of security so that she could perform normally the duties she had undertaken on an urgent basis when the employer required her to do so.
- A complaint of discrimination on grounds of national origin and disability was received from an employee who had been declared to have abandoned his

position. The investigation established that the complainant had been absent from duty for medical reasons and that he had notified the department of his absence, although the department apparently had not received this information until after the decision had been taken to declare him to have abandoned his position. The investigation could not support the complaint of discrimination on the evidence presented, but did establish that the complainant had been the victim of unfair treatment in the decision to terminate his employment. The complainant was reinstated with appropriate compensation.

Staff Training and Development

In the federal Public Service, individual departments are responsible for determining their training needs and the means by which these needs are met. Training and training budgets, the choice of the teaching institution and of pedagogical methods are matters left to departmental discretion. However, all departments must make their decisions within overall policy guidelines set out by the Treasury Board. The Treasury Board, as employer, has the responsibility for establishing policies, determining priorities, approving departmental budgets and monitoring the overall activity of the Public Service with respect to training and development.

The Public Service Commission, under the authority of the *Public Service Employment Act*, has a multi-faceted role within the training and development spectrum in the Public Service. Commission courses act as one source of supply for departmental managers seeking to satisfy their training and development needs, especially in those areas that reflect service-wide concerns. The Commission also provides consulting advice and assistance to departments at their request in establishing their own training programs. The Commission carries out a training and co-ordination service in two specialized areas: electronic data processing and financial management. Finally, the Commission administers a number of career development programs for specific categories of public servants.

The Commission's central training programs and consulting services are provided on a fee-for-service (cost-recovery) basis, although departments have the further options of mounting their own internal training programs or of using non-federal training organizations. This cost-recovery approach has been adopted as a means of ensuring that Commission courses and consulting services, both in terms of their quality and their cost, remain responsive to departmental needs.

The Commission has deliberately allowed the cost-recovery mechanisms and the demand arising from the internal federal Public Service market to determine the extent to which training and consulting activity is to be provided by central agencies. The Commission's central courses conducted in 1978 accounted for approximately 12 per cent of the total amount of formal off-the-job train-

ing provided during that year to federal public servants. Although no data is available on the total, service-wide volume of consulting activity in this field, the extent of the Commission's training and consulting activity can be gauged from the fact that 5 986 person-days of consulting services were provided under contract with client departments during 1978.

In 1978, 765 professional and managerial courses were provided in comparison to 525 in 1977—an increase of 45.7 per cent. The number of courses offered in the National Capital Region accounted for 90 per cent of this increase (361 to 506 courses). The number of participants also has increased over the last year from 11 022 to 15 349—an increase of 39 per cent. Courses given in English have increased by 50.7 per cent (418 to 630), while the number of courses given in French rose from 107 to 123, an increase of 15.0 per cent.

The Commission takes the view that it should provide only those training and consulting services that are either unique to the federal Public Service (and are not available in sufficient quality or quantity from commercial or provincial training organizations) or more economically provided by a central agency. The majority of Commission courses were developed with a view to providing training that is useful throughout all government departments (such as management training, electronic data processing training and financial management), and meets particular federal Public Service needs.

The success of Commission courses may be deduced from the fact that departmental use of such courses has more than doubled since 1972, despite the fee-for-service payments required: over 84 000 participant-days were provided in 1978. Commission consulting activity rose by 60 per cent in 1978 compared to 1977.

Developing the Training Function

The Commission's 1977 Annual Report indicated that work would be undertaken during 1978 to review all of the Commission's course offerings, including its introductory and middle level management courses, with a view to eliminating redundancies and closing any major gaps. Although this restructuring and redesign continues, three courses have

already been eliminated as a result of the review, four others have been combined and five new courses have been added.

To increase the accessibility of Commission training programs and services to public servants outside the National Capital Region, a new "open learning system" approach has been developed—an alternative to classroom-based instruction—that employs reading materials in self-study format with audio- and video-taped instructional materials for either individual or small group study. The intent of these systems is to make courses available to both public servants in remote centres and those who for reasons of scheduling or budgeting find it impossible to attend classroom-based courses. These instructional materials can be delivered anywhere; to use the audio- or video-taped materials, participants need only have playback equipment available.

The courses in this "open learning system" are organized around a basic management program. Thirteen courses, developed in 1978, were introduced in January 1979, ranging from effective supervisory concepts and techniques to computer basics for management. Eleven more courses will be available in this system by autumn of 1979 and five more courses are planned for 1980. Although these instructional materials are intended for home or office self-study, the Commission's regional training offices also maintain "walk-in" learning facilities where complete playback equipment is available, for public servants to use on their own time. The same facilities are available in the National Capital Regional Office for courses dealing with electronic data processing (EDP) and financial management.

Apart from its provision of training and development programs and related consulting services, the Commission has become increasingly involved in co-ordinating training in two specialist areas: electronic data processing and financial management. As a result of a 1976 Treasury Board review of EDP training policy, an interdepartmental advisory committee was established in this field and the Commission charged with the task of co-ordinating EDP training activities within the Public Service. Cost savings should be realized by the elimination of EDP training redundancies and by arranging for more efficient use and purchasing of EDP training. An information bank on available EDP courses has been established; large

volume contracts have been negotiated with suppliers of EDP training, to permit departments to acquire courses and/or instructors at reduced rates.

In the field of financial management training, the Commission operates a Professional Accounting Training Program on a joint venture basis with the Society of Management Accountants, Algonquin College of Applied Arts and Technology, and other educational institutions across Canada, notably Seneca College (Toronto), the University of Winnipeg and the University of Alberta. In November 1978, the first graduating class was awarded the Government of Canada Financial Management Certificate, an award presented jointly by the Comptroller General and the Public Service Commission. The certificate attests to the completion of 13 accounting courses or the achievement of the third level of an accounting society's study program.

In a related field, the Commission operates a training program for the Purchasing and Supply Group (PG) leading to formal certification. Through a combination of Commission classroom-based courses and home study courses in materiel management, post-secondary courses from approved institutions and related work experience, participants can qualify for a general, advanced or senior level Certificate in Materiel Management awarded by the Public Service Commission and recognized by the Purchasing Management Association of Canada. Since the Commission's Staff Development Branch assumed operational responsibility for this program in 1974, some 360 certificates have been awarded. The number of federal public servants who have participated in the program rose from 239 during 1974 to 638 during 1978.

Management Training

Special attention was directed in 1978 towards developing a logically structured and comprehensive series of management training courses which would meet the needs of Public Service managers. In addition to the restructuring of the Commission's introductory and middle management courses, two major projects have been undertaken in the field of senior and executive management training: the development of a "Knowledge Base Profile" appropriate to senior managers, senior executives and assistant deputy ministers; and the development of a series of courses appropriate to this knowledge base.

To date, a Commission study group has identified a range of subject areas that deal with both the managerial skills and the general knowledge of the national and international milieu which might be expected of senior Public Service managers. These subject areas have been examined further to identify appropriate levels of knowledge and experience for particular ranks within these groups. The work of the study group is currently being validated by subjecting the Knowledge Base Profile to the scrutiny of a number of senior officials across the federal Public Service.

A separate Commission study group has developed a provisional, structured sequence of courses (the "Continuum") to be offered by the Commission. The Continuum will be made available to departments once it is tested, validated and approved. The sequence of courses proposed for the Continuum still is undergoing review, although planning is now underway to introduce it in the 1980-81 calendar of courses that are conducted by the Staff Development Branch.

Executive Education and Development

Throughout 1978 the Commission maintained its efforts to increase the range and quality of the courses and educational services it provides to senior executives and senior managers. In conducting courses and seminars, the Commission continued to draw upon both governmental and non-governmental sectors for high-calibre resource persons to stimulate and provide guidance to participants.

As shown by Tables 17 and 18, the number of senior management and executive development courses and seminars actually conducted has increased substantially since 1976.

The executive seminars conducted by the Commission during 1978 dealt with an extensive array of topics and current issues in public administration such as "Orientation Seminars for Newly-Appointed Executives", "Zero Base Budgeting", and *L'Éthique au point de rencontre du politique et de l'administratif* (offered only in French).

Certain seminars were conducted in regional locations. For example, a seminar on "The Canadian Unity Issue—Economic Implications for Atlantic Canada" was conducted in Halifax on a joint venture basis with Dalhousie University. The Commission maintains an on-going

Table 17

Executive Seminars, 1976 to 1978

Year	Seminars	Participants	Participant-days
1976	10	159	512
1977	33	541	1 059
1978	37	564	1 390

Table 18

Senior Management and Executive Courses, 1976 to 1978

Year	Courses	Participants	Participant-days
1976	4	76	580
1977	10	151	1 103
1978	17	255	2 030

joint-venture arrangement for such seminars with several universities including *l'École nationale d'administration publique*, the University of Toronto, and Queen's University as well as Dalhousie University.

The Commission continued to offer its Government Expenditures Management (GEM) course in two versions. A two-week version of the course is provided for senior executives (preferably at the SX-2 and SX-3 levels); four such GEM courses (two in English, two in French) were conducted in 1978. A shortened three-day version of the GEM course is offered to deputy heads; two of these seminar versions took place during the year. Similarly, one week-long version of the Commission's Government Personnel Management (GPM) course was offered to senior executives in 1978; a shortened version of GPM was conducted as well for deputy heads in 1978.

Career Development Programs

In addition to central courses and consultative activities in training and development, the Commission engages in a number of special developmental programs.

The Administrative Trainee Program

The objective of the Administrative Trainee Program is to recruit and develop for the Public Service competent administrators who have a high potential for advancement to management levels. The trainees are selected from qualified university graduates wishing to enter administrative fields in the Public Service, and from the ranks of support personnel who show potential for positions in officer categories. The trainees are given work assignments and training courses to meet their individual developmental needs.

In 1978, 109 university graduates were appointed and assigned to various departments after the successful completion of a written examination, a screening of their applications, and qualification by selection interview boards. Their training covers a period of up to two years, during which time their performance is regularly evaluated and assignments of increasing responsibility are undertaken. Although departments were invited to use internal competitions for administrative trainees as a result of the discontinuance of the Special Officer Development Program in 1977, there was no increase in the number of internal administrative trainee competitions in 1978. Twenty-five support rank personnel were appointed as administrative trainees in 1978, compared with 30 in 1977.

Career Orientation Program

Since its establishment in 1972, the Career Orientation Program has helped more than 500 members of the Education Group—Education Services (EDS) and Language Teachers (LAT) to find a new career in the federal Public Service. To date, the program has provided retraining for 309 participants, who now occupy positions in the Personnel Administration, Administrative Services, and Program Administration groups in approximately 35 federal departments and agencies. The remaining 191 program participants should, once their retraining is completed, be able to join one or the other of the above-mentioned occupational groups.

The Commission has a special team to maintain liaison with the departments and agencies in which program participants are placed. This team also selects the candidates with the motivation and skills that match the requirements of positions to be staffed.

The future of the Career Orientation Program is closely linked to Government policies on official languages and language training.

Career Assignment Program

The past year marked the tenth anniversary of the Career Assignment Program. Developed as a result of recommendations made by the Glassco Royal Commission, the program was initiated as a means of dealing with a serious problem of the 1960s—a shortage of senior personnel with the knowledge and skills required to implement the new management concepts and systems developed in the post-war years. The program's aim was to provide for the systematic development of younger people to step into senior management as the need arose.

A comprehensive management course, together with several years of planned and carefully monitored career assignments, have been basic to the program since its inception. From the beginning of the program until the end of 1978, of the 786 participants who attended CAP's educational course, 658 participated in the full program, and 1 298 assignments have been arranged. Since 1968, 199 former CAP participants have entered the senior executive and senior executive equivalent ranks, and another 194 have been appointed to positions immediately below the senior executive level. Fifty-three individuals from either the private sector or other governments have participated in the program, as well as 31 persons from federal organizations outside the Public Service.

As of December 31, 1978, there were 277 active participants in CAP. Of these, 58 had been on course during the year, 54 were participating in the assignment phase for the first time, and 165 were continuing in subsequent assignments.

Among this year's course members, 24 per cent were women and 40 per cent francophones. Six present and former participants were selected for senior executive positions in 1978, and fourteen reached the senior executive minus one level during the year.

The Career Assignment Program continues to evolve in order to adapt to changing requirements within the federal Public Service. A major review undertaken in 1977 dealt with several aspects of the program. Changes were recommended over a wide area, from the nomination process at the departmental

level and subsequent screening and testing by the CAP office and the assessment centre, to the content of the CAP course and the greater use of secondment to facilitate the arrangement of assignments. Some of these recommendations were implemented in 1978; others await further discussion and study. Several on-going projects also were initiated as a result of the 1977 review: involvement in the development of a senior management/senior executive knowledge profile; a long-term study of the education phase; and an evaluation of the development of CAP participants during the program.

■ Special Development Programs
The Special Development Programs (SDP), linked with CAP since 1974, actu-

ally began in 1964 when two federal employees were selected to study at *L'École nationale d'administration (l'Éna)* in Paris, France. In 1967, the federal Public Service sent its first participants to the British Program for Administrative Principals (BPAP) in London, England. In 1970, selected public servants began enrolling at *L'École nationale d'administration publique (Énap)* in Québec City. In 1977, the College of Europe in Bruges, Belgium, was added to the program.

There have been 120 federal Public Service participants in Special Development Programs since their inception; twenty-two have since reached the senior executive or senior executive equivalent level. Six Canadian public servants were

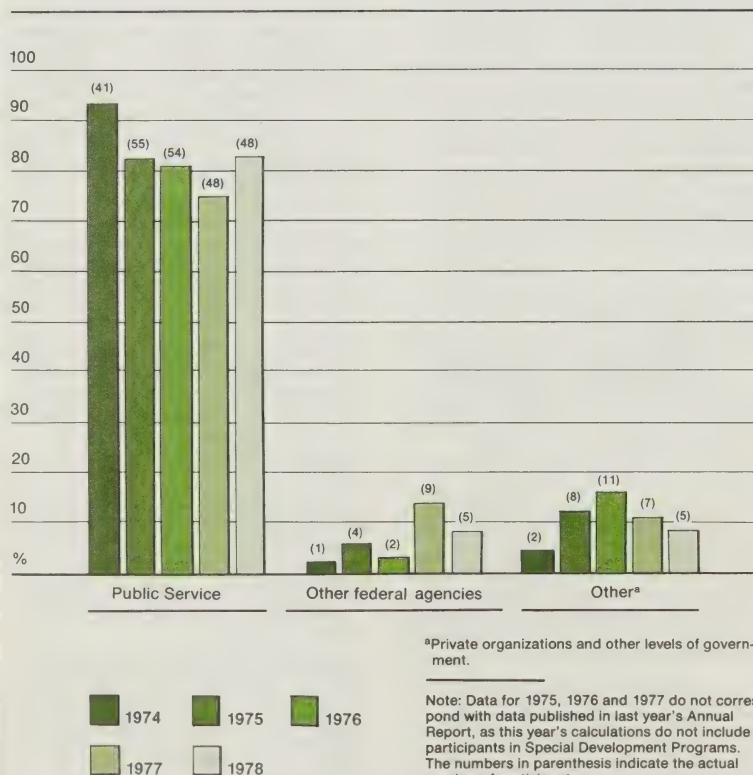
selected to participate in Special Development Programs in 1978.

Other activities have been arranged under SDP auspices since the inception of the program. These include:

- a special arrangement concluded in 1977 with *l'Éna* to allow up to six students a year to undertake a ten-week work assignment in the Canadian public or private sector (1977—one participant; 1978—four participants)
- A Memorandum of Understanding with the United Kingdom signed in 1977 which extended Canada's participation in the British Program for Administrative Principals into a reciprocal arrangement (one British participant in 1977 and one in 1978)
- a *protocole d'entente* with the Province of Québec signed in 1976 to permit an exchange of public servants for purposes of training and development within both jurisdictions (in 1977, four federal and one provincial participant; in 1978, four federal and four provincial participants).

Figure 5

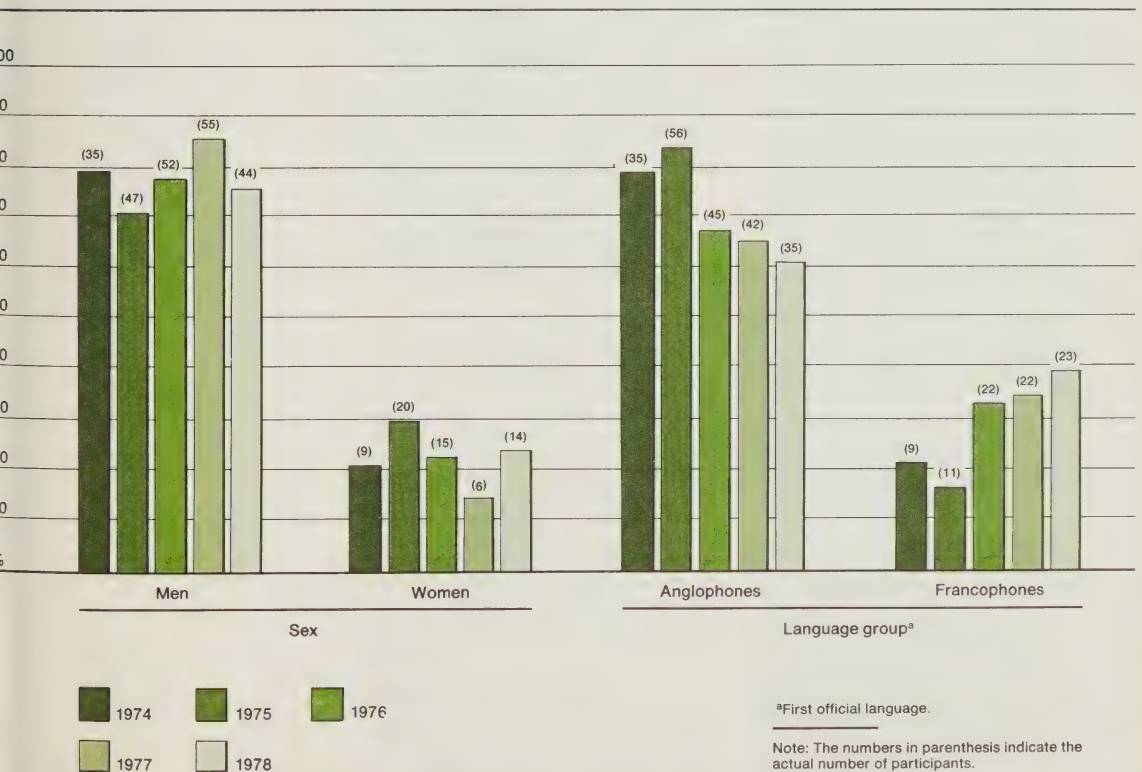
CAP participation by sponsorship, 1974 to 1978



In 1978, at the request of different institutions, SDP arranged several specific programs: two one-week seminars for *ÉNAP* students and a one-day orientation program for 21 European and African students from *l'École internationale de Bordeaux*. Under an arrangement with the British government, a psychologist from the United Kingdom, awarded a Civil Service Travelling fellowship, came to Canada for three weeks to study career development practices. As well, as a result of a bilateral cultural agreement with the Belgian government, two of their officials participated in a two-week program to undertake a comparative cultural analysis.

Figure 6

AP participation by sex and language groups, 1974 to 1978



Internal Management

The Commission recognizes its responsibility for the effective and efficient use of the resources, both human and financial, put at its disposal. Also, it recognizes the need to render account for the deployment of these resources. To meet both these ends during the past year, the Commission continued efforts to strengthen its internal management machinery.

As well, the Commission participated actively in the various measures launched by the Government to restrain the growth of government expenditures. One major effort related to the decrease in the Commission's Language Training Operations. In line with the Government's objective of eliminating centrally-operated basic language training by 1983, the Commission proceeded with the accelerated reduction of its language training operations commensurate with a decrease in demand. In comparison with the resources allocated to the Language Training Branch in 1978-79, this reduction will result in a decrease of 497 person-years and some \$11 986 000 in the branch's budget for 1979-80. Of this decrease 180 person-years and some \$4 704 000 have been re-allocated in 1979-80 to the Career Orientation Program, which is geared to preparing employees currently working as language training specialists within the Commission for careers in other occupations within the Public Service. The number of classrooms devoted to centralized language training throughout Canada is being reduced from 335 to 260.

These reductions would have resulted in about 600 employees being laid-off by March 31, 1979. However, mainly because of the actions taken by the Commission to re-allocate surplus employees, both within and outside the Public Service, the number of surplus employees, on December 31, 1978, was 339. Efforts to place this remaining group have met with a fair measure of success. The relocation efforts of the Commission involved counselling, training and information sessions and setting up an inventory of available jobs as well as an inventory of employee skills and qualifications.

Other Commission Efforts

The Commission's efforts to deal with the effects of the Government's austerity measures were not limited to its language training operations. The Commission has absorbed expanding work loads

and has indeed taken on new responsibilities without a corresponding increase in resources allocated to the Commission. In fact, over the past three years, the number of person-years allocated to the Commission—through Secretary of State Votes 120 (in 1979/80, Vote 105) and L 120, (the Staff Development and Training Revolving Fund) as well as those assigned to the Commission from Treasury Board Vote 15 (Official Languages) that has been eliminated for 1979-80—has decreased substantially, from 4 268 person-years in 1976-77 to 2 930 person-years for 1979-80. The Commission has been able to maintain quality of service by the introduction of various techniques to improve its efficiency and effectiveness; however, various indicators suggest that the Commission has reached a level of strength below which quality of service may begin to suffer.

Internal Management Techniques

In 1978, the Commission completed its second full round of strategic planning and its corporate goals and priorities were communicated throughout the organization. A new approach to resource allocation and budgeting to translate these goals into operational plans will begin in 1979. Still to be developed and implemented are improved mechanisms for on-going management control of operational plans and means for carrying out program evaluation.

In the autumn of 1978, two-day training sessions were given to more than 200 responsibility centre managers in the Commission in order to give them an overview of the planned Commission resource planning control cycle and an opportunity to study and practise some of the mechanics of a modified form of zero base budgeting. Managers also were given the information necessary to start implementation of parts of the integrated management process.

Corporate management in the Public Service Commission now receives three regular reports on its performance. The first deals with the organizational "health" of the Commission, using indicators that describe the organization's financial and personnel situations. Another surveys the Commission from a departmental point of view by reporting the unit costs of its various outputs, such as the cost and length of time to make a non-delegated appointment or to hear an appeal, or the cost to offer a day of

training. A third report reviews the Commission's activities as a central agency by reporting on such issues as the number of delegated appointments in the Public Service and the geographical distribution of appeals allowed.

Most branches in the Commission had a performance measurement system in place by the end of 1978. These systems form the infrastructure necessary to produce the management indicators report for the Commission as a department. The Commission is now moving into the more difficult area of effectiveness measurement.

The Commission's Internal Audit Directorate continued, in 1978, to carry out broad-scope audits of all responsibility centres on a three-year cycle, while auditing portions of the financial function every year. Activities during 1978 included an audit of the Staffing Branch as well as various parts of the Corporate Systems and Services Branch.

Implementation of Official Languages Plan

Like other departments in the federal Public Service, the Commission devoted considerable effort during 1978 to the elaboration of its Official Languages Plan. An inter-branch committee evaluated the bilingualism needs within the Commission and developed proposals for goals. The committee then coordinated the re-identification of bilingualism requirements for all positions within the Commission. Briefly, the Plan calls for greater responsiveness to the needs of members of the public for communication in the language of their choice and an information program for Public Service Commission employees and clients informing them of their language rights in communicating with the organization.

1978-79 Budget of the Public Service Commission

Table 1

Person/year and funds by major activities

Activity	Person/year	\$(000)
Official languages	1 684	44 154
Staffing	616	18 096
Audit	46	1 297
Appeals and Investigations	74	1 906
Administration	757	19 793
Professional and managerial training	315	11 430
Total	3 492	96 676

Table 2

Source of person/year and funds

Source	Person/year	\$(000)
Secretary of State Vote 120	2 937	82 291 ^a
Treasury Board Vote 15	83	2 215
Revolving fund ^b	472	12 170
Total	3 492	96 676

^aIncludes \$410 000 reimbursement to the revolving fund for professional and managerial training.

^bCovers professional and managerial training and specialized language training (see Table 4). A revolving fund is an authorization to draw money from the Consolidated Revenue Fund as working capital for prescribed purposes. The money drawn should not exceed a certain amount at any one time and may be expended on a continuing basis. The fund is maintained through returns on expenditures.

Figure 1

Person/year and funds by major activities

Person/year

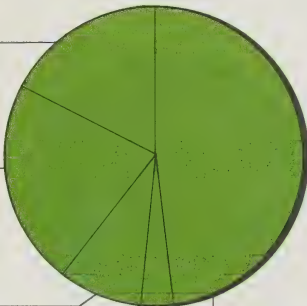
Staffing
(18 096) 17.6%

Administration
(19 793) 21.7%

Professional and
managerial training
(11 430) 9.0%

Audit, Appeals and
Investigations
(3 203) 3.4%

Official languages
activities
(44 154) 48.3%



\$(000)

Staffing
(18 096) 18.7%

Administration
(19 793) 20.5%

Professional and
managerial training
(11 430) 11.8%

Audit, Appeals and
Investigations
(3 203) 3.3%

Official languages
activities
(44 154) 45.7%

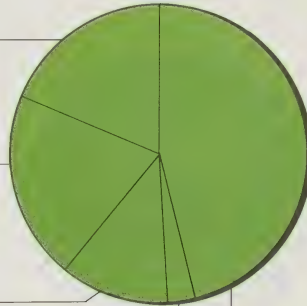


Figure 2

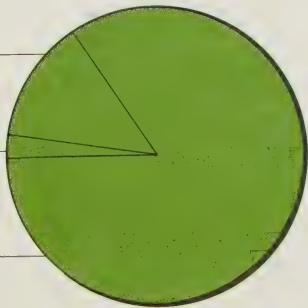
Source of person/year and funds

Person/year

Revolving fund
(12 170) 13.5%

Treasury Board,
Vote 15
(2 215) 2.4%

Secretary of State,
Vote 120
(82 291) 84.1%



\$(000)

Revolving fund
(12 170) 12.6%

Treasury Board,
Vote 15
(2 215) 2.3%

Secretary of State,
Vote 120
(82 291) 85.1%

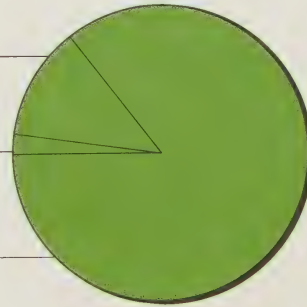


Table 3**Person/year and funds: official languages activities**

Activity	Person/year	\$(000)
Continuous language training	1 312	37 845
Official Languages Program— tests, standards	98	2 509
Revolving fund—specialized language training (estimate of forecast utilization)	157	1 236
Career Orientation Program	117	2 564
Total	1 684	44 154

Table 4**Revolving fund operations**

Forecast for 1978-1979				
	Person/year	Revenue \$(000)	Expendi- tures \$(000)	Profit (loss) \$(000)
Specialized language training	157	1 236	1 236	
Professional and managerial training	315	11 094	10 934	160
Total	472	12 330	12 170	160

Note: Revolving fund operations are authorized to provide professional and managerial development courses, specialized language training, and related consultative services requested by departments and agencies.

Figure 3

Person/year and funds: official languages activities

Person/year

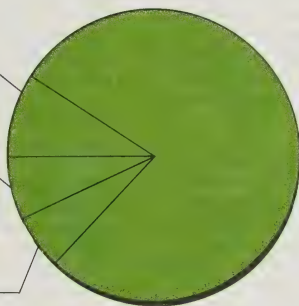
\$(000)

Revolving fund—Specialized
language training
(57) 9.3%

Career Orientation Program
(17) 7.0%

Official Languages
Program—tests,
standards
(3) 5.8%

Continuous language
training activity
(312) 77.9%



Revolving fund—Specialized
language training
(1 236) 2.8%

Official Languages
Program—tests,
standards
(2 509) 5.7%

Career Orientation
Program
(2 564) 5.8%

Continuous language
training activity
(37 845) 85.7%

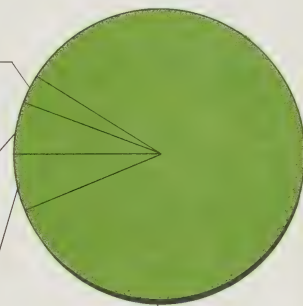


Figure 4

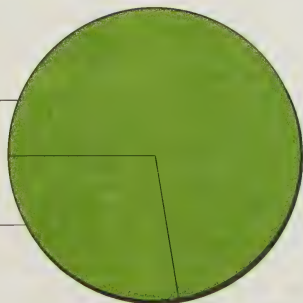
Person/year and revolving fund operations: staff development and training

Person/year

\$(000)

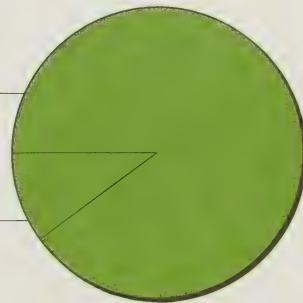
Professional and managerial
training
(15) 66.7%

Specialized language
training
(57) 33.3%



Professional and managerial
training
(10 934) 89.8%

Specialized language
training
(1 236) 10.2%



Delegation of Staffing Authority during 1978

On January 1, 1978, the Public Service Commission delegated the selection and appointment functions for the Career Oriented Summer Employment Programs to all deputy heads. Until that time, these programs had been conducted under the direct authority of the Commission. The Commission has retained responsibility for the recruitment and referral of candidates for departmental consideration.

Additional delegation of authority for making appointments below the senior management level was completed in 1978. Health and Welfare Canada and Fisheries and Environment Canada assumed the additional staffing authority available to them on October 23, 1978 and November 27, 1978, respectively. Tables 1 and 2 identify the occupational categories for which these two departments received increased staffing authority.

Two general revisions were made to all delegated staffing authority in 1978. The first was pursuant to amendments made to the Public Service Employment Regulations and to the application of Data STREAM. The second required all departments to obtain the approval of the Commission before taking action to make any appointment under delegated authority. This was the primary measure to ensure maximum consideration of persons with a staffing priority entitlement.

The amendments to the Regulations, following the recommendations of the Parliamentary Joint Committee and in light of several Federal Court cases, limited the use of appointments without competition. Data STREAM was restructured for use solely in the staffing of senior managerial positions. The second general revision allowed the implementation of the staffing priority clearance system, developed to provide maximum assurance that all persons with a staffing priority entitlement would be afforded every possible opportunity, in consideration of their qualifications, for appointment to another position within the Public Service. The Commission utilized the occasion of this revision to clarify its retention of exclusive authority to determine the positions for which persons with a priority entitlement must be considered.

The initiatives taken in 1977 to delegate staffing authority for levels one to four of the Information Services Group (IS) of the Administrative and Foreign Service Category were continued in 1978. During 1978, 32 departments and agencies took advantage of this delegated authority; a few offers of delegation in this area are expected to be accepted early in 1979.

Delegation of authority for staffing levels one to seven of the Electronics Group (EL) in the Technical Category began in 1978. Delegation offers were extended to and accepted by the ten deputy heads of departments and agencies which employ the majority of the population of this group. This authority is available for a one-year trial period only, in each instance; delegation on a continuing basis will be dependent upon the findings of a review of the manner in which the authority is exercised.

Delegation of authority to recruit candidates from outside the Public Service for appointment to certain positions in the Scientific and Professional and Operational Categories was conveyed to three departments in 1978, subject to prior approval by the Commission of recruitment plans and access by the Commission to results. Health and Welfare Canada received such authority for all levels of the Advisory Sub-group of the Home Economics Group (HE-ADV) and for all levels of the Community Health Nurse Sub-group of the Nursing Group (NU-CHN); Fisheries and Environment Canada received the same authority for levels one to six of the Meteorology (MT) group; and National Defence was given this authority for positions in the Language Teaching Sub-group of the Education Group (ED-LAT).

In the Operational Category the exercise of the authority to recruit candidates from outside the Public Service for appointments to the Correctional Services Group (CX) in the Canadian Penitentiary Service was made subject to prior approval by the Public Service Commission. The same condition was made applicable for appointments to the Post Office in the Postal Operations Group (PO), and in Sub-group B of the Revenue Postal Operations Group (RV-SGB). It was also applied to positions in Sub-group A of the Revenue Postal Operations Group (RV-SGA).

which are subject to the *Public Service Employment Act* when staffing authority for this sub-group was first delegated in 1978. At the request of the Canadian Penitentiary Service, delegated authority was withdrawn for several occupational groups which are no longer utilized by that agency. Table 4 shows the categories affected.

The successive periods of validity of delegation instruments are generally two years. This provides suitable time for the monitoring and audit of the exercise of delegated staffing authority so that deputy heads and the Public Service Commission may be informed of, and assess the results of, all activities prior to the scheduled expiry and normal renewal date of the delegation arrangements. Where delegated staffing has not met the Commission's expectations, the Commission may adjust the periods of validity of instruments and renewal provisions to ensure appropriate corrective actions are taken within a reasonable period of time.

The results of audits and reviews in 34 departments indicated that in four there was sufficient need for operational improvement to reduce the period of validity of the delegated staffing authority to periods of less than two years. In such cases the department was required to submit a plan for corrective action which must meet with Commission approval. In one instance an interim corrective measure was the secondment of officers from the Commission to provide direct assistance. Continuance of delegation beyond the termination of the reduced period of validity will be contingent upon correction of the operational deficiencies previously identified.

The following tables show, by department and agency and by occupational category, changes in the authority delegated to deputy heads effected by changes in the instruments of delegation.

Table 1

Initial delegation

Initial delegation of authority, pursuant to subsection 6(1)^a of the *Public Service Employment Act*, by department, occupational category and date, 1978

Department	Occupational category	Effective date
National Health and Welfare	Scientific and Professional	October 23, 1978
	Technical	
Fisheries and Environment	Scientific and Professional	November 27, 1978
	Technical	

^aSubsection 6(1) of the *Public Service Employment Act* provides for delegation of staffing authority to deputy heads, subject to terms and conditions established by the Commission.

Table 2

Further delegation

Occupational categories in which additional groups were delegated, pursuant to subsection 6(1)^a of the *Public Service Employment Act*, by department or agency and date.

Department	Occupational category	Effective date
National Energy Board	Administrative and Foreign Service	January 1, 1978
Energy, Mines and Resources	Administrative and Foreign Service Technical	February 1, 1978 October 30, 1978
Secretary of State	Administrative and Foreign Service	February 15, 1978
Solicitor General	Administrative and Foreign Service Operational	April 3, 1978
National Library	Administrative and Foreign Service	April 17, 1978
National Revenue (Taxation)	Administrative and Foreign Service	April 17, 1978
Public Archives	Administrative and Foreign Service	April 17, 1978
Regional Economic Expansion	Administrative and Foreign Service	April 17, 1978
Science and Technology	Administrative and Foreign Service	April 17, 1978
Employment and Immigration Commission	Administrative and Foreign Service	May 25, 1978
Industry, Trade and Commerce	Administrative and Foreign Service	June 7, 1978
Transport	Administrative and Foreign Service Technical	June 7, 1978 October 2, 1978
Urban Affairs	Administrative and Foreign Service	June 7, 1978
National Parole Board	Administrative and Foreign Service	June 9, 1978
Public Works	Administrative and Foreign Service	June 9, 1978
Finance	Administrative and Foreign Service	July 3, 1978
Treasury Board	Administrative and Foreign Service	July 3, 1978
Post Office	Administrative and Foreign Service	July 10, 1978
Canadian Penitentiary Service	Administrative and Foreign Service	July 21, 1978
Communications	Administrative and Foreign Service Technical	August 15, 1978 December 11, 1978
External Affairs	Administrative and Foreign Service Technical	August 15, 1978 December 4, 1978
Public Service Staff Relations Board	Administrative and Foreign Service	August 15, 1978
Royal Canadian Mounted Police (Civilian)	Administrative and Foreign Service	August 15, 1978
Veterans' Affairs	Administrative and Foreign Service	August 15, 1978
Justice	Administrative and Foreign Service	August 22, 1978
Canadian International Development Agency	Scientific and Professional Administrative and Foreign Service	October 10, 1978
National Health and Welfare	Administrative and Foreign Service Administrative Support	October 23, 1978
National Defence (Civilian)	Scientific and Professional Administrative and Foreign Service Technical	October 27, 1978 October 10, 1978 December 11, 1978
Supply and Services (Supply)	Administrative and Foreign Service	October 26, 1978
Supply and Services (Services)	Administrative and Foreign Service	October 26, 1978
Fisheries and Environment	Administrative and Foreign Service Operational	November 27, 1978
Canadian Radio-Television and Telecommunications Commission	Technical	December 5, 1978
Post Office	Operational	December 8, 1978
Public Service Commission	Technical	December 15, 1978
Agriculture	Technical	December 18, 1978
Canadian Transport Commission	Administrative and Foreign Service	December 19, 1978

^aSubsection 6(1) of the *Public Service Employment Act* provides for delegation of authority to deputy heads, subject to terms and conditions established by the Commission.

Table 3**Extension of authority delegated**

Occupational category and group in which additional authority was delegated, pursuant to subsection 6(1)^a of the *Public Service Employment Act*, by department and date.

Department	Occupational category and group	Effective date
National Defence (Civilian)	Scientific and Professional	December 27, 1978
	Education—Language Teaching	

Subsection 6(1) of the *Public Service Employment Act* provides for delegation of staffing authority to deputy heads, subject to terms and conditions established by the Commission.

Table 4**Withdrawal of delegated authority**

Occupational categories in which fewer groups were delegated, pursuant to subsection 6(1)^a of the *Public Service Employment Act*, by agency and date, since there was no further need for this authority

Agency	Occupational category	Effective date
Canadian Penitentiary Service	Scientific and Professional Technical	July 21, 1978

Subsection 6(1) of the *Public Service Employment Act* provides for delegation of staffing authority to deputy heads, subject to terms and conditions established by the Commission.

Table 5**Special delegation instruments**

Special delegation of authority, pursuant to subsection 6(1)^a of the *Public Service Employment Act*, by department, occupational category and periods of validity, 1978

Department	Occupational category	Valid Period
Labour	Scientific and Professional	August 15, 1978
	Administrative and Foreign Service	to December 15, 1978
	Technical	December 16, 1978
	Administrative Support	to December 15, 1979
	Operational	December 15, 1979
National Museums of Canada	Career-Oriented Summer Employment Programs	
	Scientific and Professional	August 1, 1978
	Administrative and Foreign Service	to July 31, 1979
	Technical	
	Administrative Support	
Public Archives	Operational	
	Career-Oriented Summer Employment Programs	
	Scientific and Professional	November 19, 1978
	Administrative and Foreign Service	to December 3, 1979
	Technical	
National Library	Administrative Support	
	Operational	
	Career-Oriented Summer Employment Programs	
	Scientific and Professional	December 4, 1978
	Administrative and Foreign Service	to December 3, 1979

Subsection 6(1) of the *Public Service Employment Act* provides for delegation of staffing authority to deputy heads, subject to terms and conditions established by the Commission.

Exclusions from the Public Service Employment Act

The *Public Service Employment Act* (Section 39) authorizes the Commission to exclude from the operation of the Act any person, position or class of positions, if the Commission considers this to be in the best interests of the Public Service. Any decision of this type must be approved by the Governor in Council. As well, the Commission may, with the approval of the Governor in Council, reapply any of the provisions of the Act to any position or person previously excluded.

Exclusions made in 1978 in accordance with the provisions of Section 39 were as follows:

- Upon the appointment of another employee to an ED-EDS-6 position in the Department of Employment and Immigration, an employee was excluded from the provisions of Section 21(b) relating to the right to appeal appointments made within the Public Service without competition. The purpose of the exclusion was to correct an injustice suffered by this employee during a competition that had taken place in 1975.
- Across Canada, 401 Revenue Post Office employees were excluded from the provisions of Section 10, which deals with appointments according to merit, Section 20 relating to language qualifications (which would normally have been applied), and Section 21 concerning the right to appeal. These employees were excluded from certain provisions of the Act when they became members of the Public Service, due to a change in a collective agreement. They had previously been completely excluded from provisions of the *Public Service Employment Act*.
- It was considered to be in the best interests of the Public Service to exclude from all provisions of the *Public Service Employment Act* secondary school students hired by the Department of Indian and Northern Affairs for a seven-week period during the summer of 1978. These students had attended a special training course on conservation, and an activity of this type is not normally associated with employment under the *Public Service Employment Act*.

Leaves of Absence for "Political Partisanship"

Under Section 32 of the *Public Service Employment Act*, a public servant seeking to be a candidate in a federal, provincial or territorial election must apply to the Public Service Commission for a leave of absence without pay. The Commission may grant the leave if, after consultation with the deputy head, it is of the opinion that "the usefulness to the Public Service of the employee in the position he then occupies would not be impaired by reason of his having been a candidate for election".

In 1978, the Commission received 26 requests for leave under Section 32. Thirteen of the requests were from public servants wishing to run in a federal election; the other thirteen from prospective candidates in provincial or territorial elections. The geographical breakdown of the thirteen requests relating to provincial or territorial elections was as follows: Alberta (1); New Brunswick (4); Nova Scotia (6); Saskatchewan (1); and Yukon (1).

Of the 26 requests for leave (federal, provincial and territorial), 17 were granted, three were refused and six were withdrawn. Of those granted leave, the breakdown by department is as follows:

External Affairs	1
National Defence	1
Consumer and Corporate Affairs	3
Regional Economic Expansion	1
Industry, Trade and Commerce	1
Post Office	2
Revenue Canada	1
Secretary of State	1
Solicitor General	4
Transport	1
Labour	1

Of the three employees refused leave, two were prospective candidates in the New Brunswick provincial election; the third was a potential candidate in a federal election. Four of the withdrawn requests came for prospective candidates in the federal election; two from those seeking nomination in the Nova Scotia provincial election.

Revocation of Appointments

The *Public Service Employment Act* provides for the revocation of appointments under three different sets of circumstances:

- a) Under Section 6 of the Act, in situations where an appointment was made under delegated authority and the Commission is of the opinion that a person does not possess the qualifications necessary to perform the duties of the position or where the appointment was made in contravention of the terms and conditions of delegation;
- b) under Section 21, where an appeal has been allowed against an appointment;
- c) finally, in situations where a person has been proven upon inquiry to have been involved in any fraudulent practice.

In 1978, eight appointments were revoked by the Commission. Six of these appointments were revoked under the provisions of Section 6; five of these were appointments from outside of the Public Service and the sixth appointment was a transfer. Two appointments made through closed competitions were revoked under Section 21. No appointments were revoked for fraudulent practices.

Révocations

La Loi sur l'emploi dans la Fonction publique prévoit la révocation de nominations dans trois circonstances :

a) en vertu de son article 6, lorsque la nomination est faite par délégation de pouvoirs et que la Commission estime que la personne ne possède pas les qualifications nécessaires pour exercer les fonctions afférentes au poste ou lorsque la nomination contrevient aux conditions visées par la délégation;

b) en vertu de son article 21, lorsque'il est fait droit à un appel interjeté contre une nomination;

c) lorsque'il ressort d'une enquête qu'une personne a été mêlée à des pratiques frauduleuses.

En 1978, la Commission a révoqué huit nominations, dont six en vertu des dispositions de l'article 6. Cinq de ces six nominations avaient trait à des personnes qui ne faisaient pas partie de la Fonction publique; pour la sixième, il s'agissait d'une mutation. Deux nominations faites à la suite de concours réservés ont été révoquées en vertu de l'article 21. Aucune nomination n'a été révoquée pour pratiques frauduleuses.

Congés autorisés pour fins d'activités politiques

L' article 32 de la Loi sur l'emploi dans la Fonction publique autorise la Commission à accorder un congé sans traitement à tout fonctionnaire désireux de solliciter l'investissement d'un parti ou de se porter candidat à des élections fédérales, provinciales ou territoriales. La Commission, ayant sollicité l'avis du sous-ministre, accordera le congé si elle « est d'avis que, par rapport à la Fonction publique, l'efficacité de l'employé dans le poste qu'il occupe alors, n'aura pas à souffrir du fait qu'il aura été candidat à une élection... » [article 32(3)].

En 1978, la Commission a été saisie de vingt-six demandes de congé. Treize demandes provenaient de fonctionnaires désireux de briguer les suffrages aux élections fédérales, et treize de fonctionnaires aspirant à être candidats à des élections provinciales ou territoriales. Pour les élections provinciales ou territoriales, la ventilation géographique des demandes est la suivante : Alberta, 1; Nouveau-Brunswick, 4; Nouvelle-Écosse, 6; Saskatchewan, 1; Yukon, 1.

Des vingt-six demandes, dix-sept ont été agréées, trois refusées et six retirées. Par ministère, les fonctionnaires qui ont bénéficié d'un congé se répartissent comme suit :

Affaires extérieures	1
Défense nationale	1
Consommation et Corporations	3
Expansion économique régionale	1
Industrie et Commerce	1
Postes	2
Revenu national	1
Secrétariat d'Etat	1
Solliciteur général	4
Transports	1
Travail	1

Des trois demandes refusées, deux provenaient de fonctionnaires qui voulaient se porter candidats à des élections provinciales au Nouveau-Brunswick, la troisième, d'un fonctionnaire désireux de participer à une élection fédérale. Quatre des demandes retirées émanaient de fonctionnaires s'intéressant aux élections fédérales; et deux, de fonctionnaires qui avaient songé à solliciter l'investiture pour les élections provinciales de la Nouvelle-Écosse.

Exclusions de la Loi sur l'emploi dans la Fonction publique

La Loi sur l'emploi dans la Fonction publique (article 39) autorise la Commission à exonérer de ses dispositions toute personne, tout poste ou toute classe de postes, si cela correspond aux meilleurs intérêts de la Fonction publique. Toute décision en ce sens doit être approuvée par le gouverneur en conseil et peut être inversée, avec son assentiment, sur la recommandation de la Commission.

Voici pour 1978, les exclusions créées en vertu de l'article 39 susmentionné :

- Lors de sa nomination à un poste ED-EDS-6, au ministère de l'Emploi et de l'immigration, un employé a été soumis à un droit d'appel de nominations relatives aux concours au sein de la Fonction publique. Il s'agissait de corriger une injustice commise à son endroit lors d'un concours qui a eu lieu en 1975.
- A l'étendue du Canada, 401 employés de bureaux de poste à commission ont été sous-traités aux dispositions de l'article 10 portant sur les nominations au mérite, de l'article 20 concernant les qualifications linguistiques, là où elles se seraient appliquées normalement, et de l'article 21 relatif au droit d'appel. Ces employés ont été exonérés de certaines dispositions de la Loi lorsqu'ils sont devenus membres de la Fonction publique du fait d'une modification d'une convention collective. Ils étaient auparavant exonérés de la totalité des dispositions de la Loi sur l'emploi dans la Fonction publique.

- On a jugé qu'il était du meilleur intérêt de la Fonction publique d'exonérer de toutes les dispositions de la Loi sur l'emploi dans la Fonction publique des étudiants de niveau secondaire embauchés par le ministère des Affaires indiennes et du Nord canadien pour une période de sept semaines durant l'été de 1978 et qui ont participé à un stage spécial de conservation. Les activités de ce genre ne sont généralement pas associées à un emploi en vertu de ladite Loi.

Extension de l'autorité déléguée
 Catégorie et groupe professionnels dans lesquels l'autorité déléguée a été élargie (conformément à l'article 6(1)^a de la Loi sur l'emploi dans la Fonction publique), répartis selon le ministère et la date d'entrée en vigueur, 1978

Ministère	Catégorie et groupe professionnels	Date d'entrée en vigueur
Défense nationale (civils)	Scientifiques et spécialistes	27 décembre 1978
	Enseignement/Professeurs de langues	

^aL'article 6(1) de la Loi sur l'emploi dans la Fonction publique prévoit la délégation aux sous-ministres des pouvoirs en matière de dotation, sous réserve du respect des conditions fixées par la Commission.

Tableau 4

Retrait des pouvoirs de délégation
 Catégories professionnelles pour lesquelles la délégation (effectuée conformément à l'article 6(1)^a de la Loi sur l'emploi dans la Fonction publique) a été retirée pour certains groupes professionnels qui ne sont plus représentés au sein d'un organisme, réparties selon l'organisme et la date d'entrée en vigueur du retrait, 1978

Organisme	Catégorie professionnelle	Date d'entrée en vigueur
Service canadien des pénitenciers	Scientifiques et spécialistes	21 juillet 1978
	Techniciens	

^aL'article 6(1) de la Loi sur l'emploi dans la Fonction publique prévoit la délégation aux sous-ministres des pouvoirs en matière de dotation, sous réserve du respect des conditions fixées par la Commission.

Tableau 5

Instruments de délégation exceptionnels
 Délégations de pouvoirs (conformément à l'article 6(1)^a de la Loi sur l'emploi dans la Fonction publique) assorties de conditions exceptionnelles, réparties selon le ministère, la catégorie professionnelle et la durée de la délégation, 1978

Ministère	Catégorie professionnelle	Durée de la délégation
Travail	Scientifiques et spécialistes	15 août 1978
	Techniciens	15 décembre 1978
	Soutien administratif	16 décembre 1978
	Exploitation	15 décembre 1979
	Programme d'emplois d'été axés sur la carrière	
Musées nationaux du Canada	Scientifiques et spécialistes	1 ^{er} août 1978
	Techniciens	31 juillet 1979
	Soutien administratif	
	Exploitation	
	Programme d'emplois d'été axés sur la carrière	
Archives publiques	Scientifiques et spécialistes	19 novembre 1978
	Techniciens	3 décembre 1979
	Soutien administratif	
	Exploitation	
	Programme d'emplois d'été axés sur la carrière	
Bibliothèque nationale	Scientifiques et spécialistes	4 décembre 1978
	Techniciens	3 décembre 1979
	Soutien administratif	
	Exploitation	
	Programme d'emplois d'été axés sur la carrière	

^aL'article 6(1) de la Loi sur l'emploi dans la Fonction publique prévoit la délégation aux sous-ministres des pouvoirs en matière de dotation, sous réserve du respect des conditions fixées par la Commission.

Tableau 2

Autres délégations

Catégories professionnelles pour lesquelles la délégation a été étendue à d'autres groupes (conformément à l'article 6(1) de la Loi sur l'emploi dans la Fonction publique), réparties selon le ministère et la date d'entrée en vigueur, 1978

Ministère	Catégorie professionnelle	Date d'entrée en vigueur
Office national de l'énergie	Administration et service extérieur	1 ^{er} janvier 1978
Energie, Mines et Ressources	Administration et service extérieur	1 ^{er} février 1978
	Techniciens	30 octobre 1978
Secrétariat d'Etat	Administration et service extérieur	15 février 1978
Solliciteur général	Administration et service extérieur	3 avril 1978
	Exploitation	
Bibliothèque nationale	Administration et service extérieur	17 avril 1978
Revenu national, Impôt	Administration et service extérieur	17 avril 1978
Archives publiques	Administration et service extérieur	17 avril 1978
Expansion économique régionale	Administration et service extérieur	17 avril 1978
Sciences et Technologie	Administration et service extérieur	17 avril 1978
Emploi et Immigration	Administration et service extérieur	25 mai 1978
Industrie et Commerce	Administration et service extérieur	7 juin 1978
Transports	Administration et service extérieur	7 juin 1978
	Techniciens	2 octobre 1978
Affaires urbaines	Administration et service extérieur	7 juin 1978
Commission nationale des libérations conditionnelles	Administration et service extérieur	9 juin 1978
Travaux publics	Administration et service extérieur	9 juin 1978
Finances	Administration et service extérieur	3 juillet 1978
Conseil du Trésor	Administration et service extérieur	3 juillet 1978
Postes	Administration et service extérieur	10 juillet 1978
Service canadien des pénitenciers	Administration et service extérieur	21 juillet 1978
Communications	Administration et service extérieur	15 août 1978
	Techniciens	11 décembre 1978
Affaires extérieures	Administration et service extérieur	15 août 1978
	Techniciens	15 août 1978
Commission des relations de travail	Administration et service extérieur	15 août 1978
Gendarmerie royale du Canada	Administration et service extérieur	15 août 1978
(civils)		
Affaires des anciens combattants	Administration et service extérieur	15 août 1978
Justice	Administration et service extérieur	22 août 1978
Agence canadienne de développement international	Administration et service extérieur	10 octobre 1978
Santé nationale et Bien-être social	Administration et service extérieur	23 octobre 1978
	Soutien administratif	
	Sciences et spécialistes	27 octobre 1978
	Administration et service extérieur	10 octobre 1978
	Techniciens	11 décembre 1978
Approvisionnement et Services	Administration et service extérieur	26 octobre 1978
(Approvisionnements)		
Approvisionnement et Services	Administration et service extérieur	26 octobre 1978
(Services)		
Pêches et Environnement	Administration et service extérieur	27 novembre 1978
	Exploitation	
Conseil de la radiodiffusion et des télécommunications canadiennes	Administration et service extérieur	5 décembre 1978
Postes	Exploitation	8 décembre 1978
Commission de la Fonction publique	Techniciens	15 décembre 1978
Agriculture	Techniciens	18 décembre 1978
Commission canadienne des transports	Administration et service extérieur	19 décembre 1978

L'article 6(1) de la Loi sur l'emploi dans la Fonction publique prévoit la délégation aux sous-ministres des pouvoirs en matière de dotation, sous réserve du respect des conditions fixées par la Commission.

correctionnels (CS) au Service pénitentiaire du Canada a été assortie de la condition suivante : recevoir au préalable l'approbation de la Commission. La même condition a été ajoutée à la délégation des pouvoirs consentie au ministre des Postes pour les nominations qui sont soumises à la Loi sur l'emploi dans la Fonction publique (P) et le groupe Opérations postales (PO) du sous-groupe B du groupe Bureaux (RV-SGB). Elle s'applique également à la délégation accordée pour la première fois cette année au même ministre pour les nominations dans le sous-groupe A du groupe Bureaux de poste à commission (S-GA) qui sont soumises à la Loi sur l'emploi dans la Fonction publique. Sur demande du Service pénitentiaire du Canada, la Commission lui a retiré la délégation de pouvoirs qu'il détenait sur plusieurs groupes professionnels et ne sont plus représentés au sein de l'organisme. Le tableau 4 en indique des détails.

délégations de pouvoirs de dotation tent en général sur des périodes variables de deux ans. Ce délai met aux deux parties concernées aux contrôles et aux vérifications, l'exercice des pouvoirs délégués ne répond pas aux attentes de la Commission, celle-ci peut modifier la date de la période de délégation et assurer ainsi que les actions correctives souhaitées sont apportées en temps.

incité la Commission à décider de ne pas renouveler pour la période habituelle de deux ans leur délégation de pouvoirs de dotation. Les ministères concernés doivent soumettre un plan de redressement de la situation à la Commission. Dans l'un des cas, la Commission a détaché auprès du ministre des agents de dotation qui lui ont fourni une aide immédiate et directe à titre de mesure corrective provisoire. Une fois expirée la période de validité réduite consentie, le renouvellement de la délégation d'autorité dépendra de la manière dont auront été corrigées les déficiences constatées.

Les tableaux ci-après indiquent, par ministère et organisme et par catégorie de délégation de pouvoirs correspondant à celles des instruments de délégation.

Le résultat des vérifications auprès de ministères a révélé dans 4 d'entre eux des lacunes opérationnelles qui ont

Tableau 1
Délégations initiales

Ministères déléguant des pouvoirs (conformément à l'article 6(1) de la Loi sur l'emploi dans la Fonction Publique), réparties selon le ministère, la catégorie professionnelle et la date d'entrée en vigueur, 1978			
Ministère	Catégorie professionnelle	Date d'entrée en vigueur	
Ministère nationale et Bien-être	Scientifiques et spécialistes	23 octobre 1978	Techniciens
Ministères et Environnement	Scientifiques et spécialistes	27 novembre 1978	Techniciens

Le 6(1) de la Loi sur l'emploi dans la Fonction Publique prévoit la délégation aux sous-ministres en matière de dotation, sous réserve des conditions fixées par la Commission.

Délegations de pouvoirs de dotation en 1978

APPENDICE 2

Le 1^{er} janvier 1978, la Commission de la Fonction publique a délégué aux sous-ministres les fonctions de sélection et de nomination en matière de Programmes d'emplois d'été axés sur la carrière. Ces programmes étaient restés jusqu'alors du ressort complet de la Commission qui n'en a conservé que l'autorité en matière de recrutement et de présentation aux ministères.

Les délégations d'autorité complètes en matière de nominations aux niveaux inférieurs à ceux de cadres supérieurs ont été définitivement formées en 1978; le ministère de la Santé nationale et du Bien-être social ainsi que celui des Pêches et de l'Environnement en ont respectivement bénéficié à compter du 23 octobre et du 27 novembre 1978. Les tableaux 1 et 2 indiquent les catégories professionnelles pour lesquelles ces deux ministères ont reçu une délégation de pouvoirs accrue.

L'année 1978 a vu deux révisions générales de toutes les délégations de pouvoirs de dotation. La première faisait suite aux modifications apportées au *Règlement sur l'emploi dans la Fonction publique* et à la mise en œuvre du nouveau *Permat*. La seconde a exigé de tous les ministères qu'ils obtiennent l'approbation de la Commission avant d'effectuer quelque nomination que ce soit en vertu d'une délégation de pouvoir. Cette mesure, la principale prise à cet effet, avait pour but d'assurer que les ministères accordent aux priorités toute l'attention voulue.

Les modifications apportées au *Règlement à la suite des recommandations du Comité parlementaire mixte sur les règlements et instruments statutaires et le résultat de plusieurs causes portées devant les instances judiciaires fédérales*, ont diminué les latitudes en matière de nominations sans concours. Le *Permat* a été réorganisé en fonction de sa nouvelle vocation : la dotation au niveau des cadres supérieurs.

La seconde révision a permis la mise en œuvre du *Règlement des nominations prioritaires* destiné à assurer que toutes les personnes ayant droit à une priorité en matière de dotation dans la Fonction publique fédérale en bénéficient effectivement, compte tenu de leurs qualifications.

Dans la catégorie Exploitation, la délégation des pouvoirs de recrutement à l'extérieur de la Fonction publique pour les nominations concernant le groupe Ser-

Les modifications apportées au *Règlement à la suite des recommandations du Comité parlementaire mixte sur les règlements et instruments statutaires et le résultat de plusieurs causes portées devant les instances judiciaires fédérales*, ont diminué les latitudes en matière de nominations sans concours. Le *Permat* a été réorganisé en fonction de sa nouvelle vocation : la dotation au niveau des cadres supérieurs.

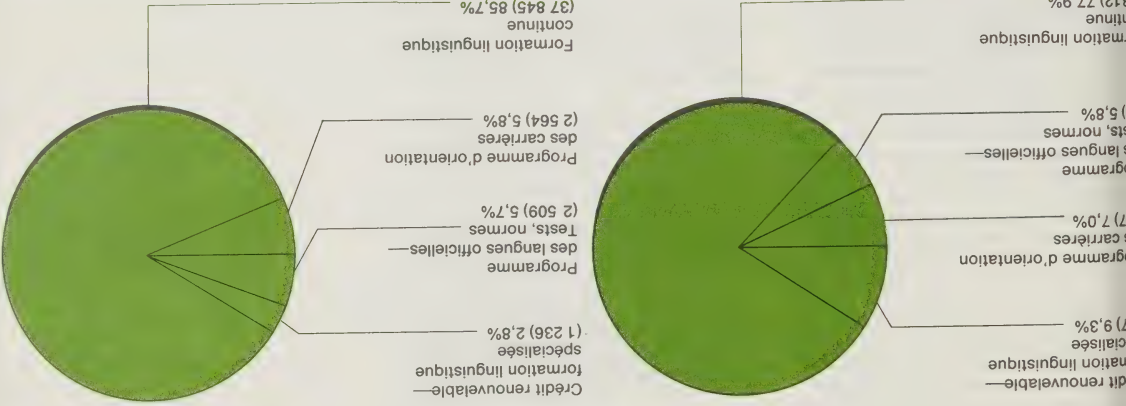
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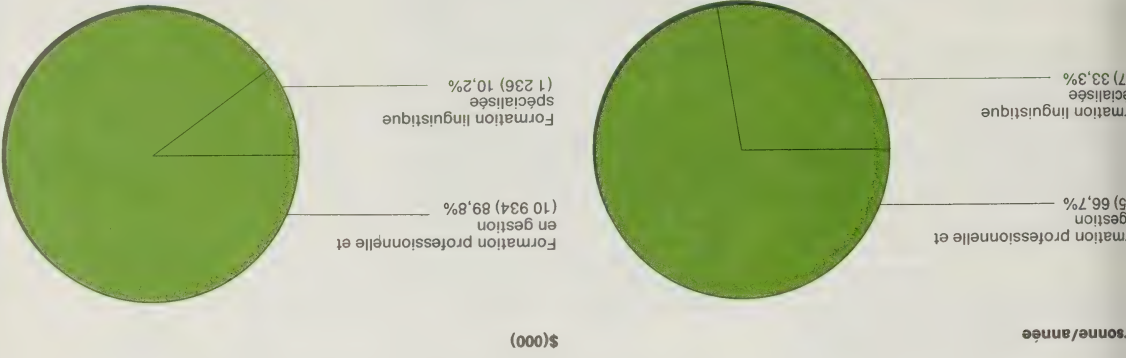
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\$(000)



\$(000)

Tableau 3

Répartition des personnes/années et des fonds aux langues officielles

Activités	Personnes/années	Personnes/années
Formation linguistique continue	1 312	37 845
Programme des langues officielles—tests, normes	98	2 509
Credit renouvelable—Formation linguistique spécialisée, utilisation estimative	157	1 236
Programme d'orientation des carrières	117	2 564
Total	1 684	44 154

Tableau 4

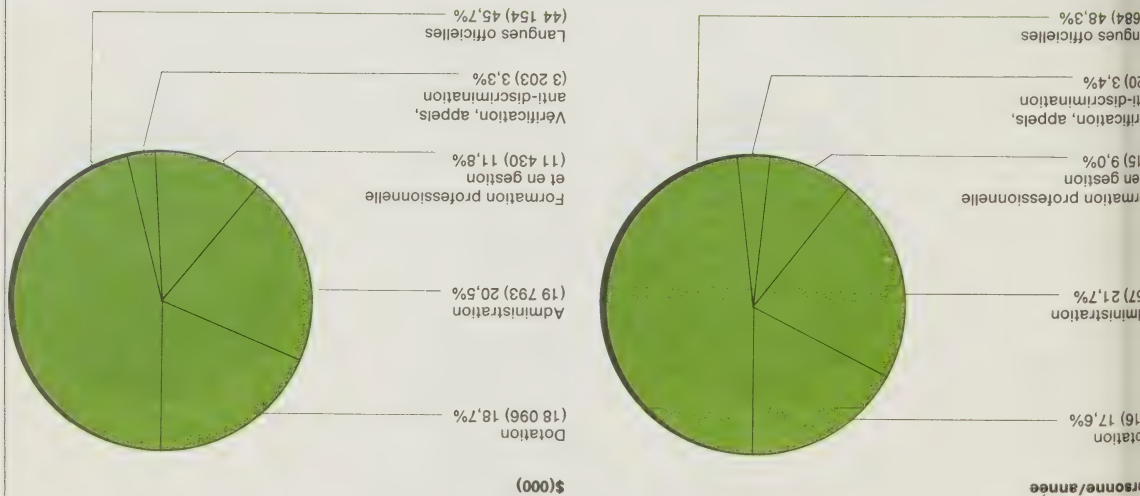
Crédit renouvelable

Prévisions pour 1978-1979		
Activités	Revenu	Dépenses (ou pertes)
Personnes/années	\$(000)	\$(000)
Formation linguistique spécialisée	157	1 236
Formation professionnelle et en gestion	315	11 094
Total	472	12 330
		12 170

Note : Le crédit renouvelable doit, pour répondre à la demande des ministères et organismes, servir à la mise sur pied de cours de formation professionnelle, de formation linguistique spécialisée et de services consultatifs.

Graphique 1

Affectations budgétaires par grands secteurs d'activité



Graphique 2

Provenance des personnes/années et des fonds

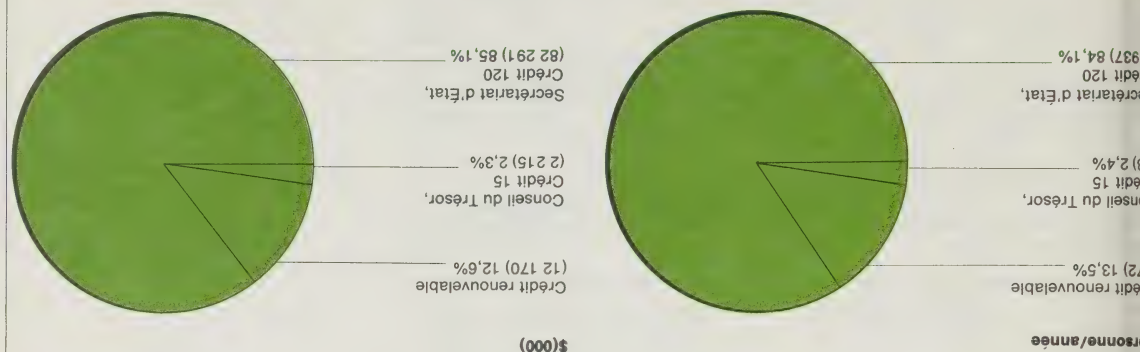


Tableau 1

Répartition des personnes/années et des fonds par grands secteurs d'activité

Secteurs	Personnes/années	\$(000)
Langues officielles	1 684	44 154
Dotation	616	18 096
Vérification	46	1 297
Appels et enquêtes	74	1 906
Administration	757	19 793
Formation professionnelle et en gestion	315	11 430
Total	3 492	96 676

Tableau 2

Provenance des personnes/années et des fonds

Provenance	Personnes/années	\$(000)
Secrétariat d'Etat	2 937	82 291 ^a
Credit 120		
Conseil du Trésor		
Credit 15	83	2 215
Credit renouvelable ^b	472	12 170
Total	3 492	96 676

^aComprend \$410 000 remboursés au fonds du crédit renouvelable au titre de la formation professionnelle^bCredits renouvelables affectés à la formation profes-

sionnelle et à la formation linguistique spécialisée (voir le tableau 4). Un crédit renouvelable est un

fonds dont le prélèvement sur le revenu consolidé est autorisé par le Parlement sur des fins déterminées. Le montant de ce fonds ne doit à aucun moment dépasser le plafond fixé par le législateur, mais il est

constamment reporté. Il est maintenu sur présentation de justificatifs des dépenses.

Les gestionnaires de la Commission reçoivent maintenant trois rapports réguliers sur ces opérations. Le premier traite de l'état de l'organisation de la Commission et utilise pour cela des indicateurs décrivant la situation sur les plans financiers et personnel. Le second analyse les activités de la Commission d'un point de vue ministériel, rendant compte du coût unitaire de chacun des divers extrants : par exemple le coût des nominations non déléguées et de l'audition d'un appel ainsi que le temps qui est consacré à ces activités ou, encores, le coût d'une journée de formation et de perfectionnement. Le troisième passe en revue les activités de la Commission en tant qu'organisme central et rend compte, par exemple, du nombre des nominations déléguées dans la Fonction publique ou de la répartition géographique des appels recus.

La plupart des directions générales disposent maintenant d'un système de mesure du rendement. Ces systèmes constituent l'infrastructure nécessaire à la production du rapport sur les indicateurs de rendement de la Commission. La Commission s'oriente maintenant vers un domaine bien plus difficile, celui de la mesure de l'efficacité.

La Direction des vérifications internes de la Commission a continué, en 1978, et cela dans le cadre d'un cycle triennal, à effectuer des vérifications poussées de tous les centres décisionnels, les fonctions financières étant à tour de rôle l'objet d'une vérification annuelle. La Direction générale de la dotation a fait également l'objet d'une vérification en 1978, de même que différentes composantes de la Direction générale des services et systèmes de gestion.

Mise en œuvre du Plan des langues officielles

Comme tous les ministères fédéraux, la Commission a consacré en 1978 des efforts considérables à la formulation de son *Plan des langues officielles*. Un comité interdirectionnel a évalué les besoins en bilinguisme de la Commission et formulé des propositions quant aux objectifs à atteindre. Le comité a alors coordonné la réidentification des exigences linguistiques de tous les postes de la Commission. Entre autres choses, le Plan vise à sensibiliser encore davantage les employés de la Commission au droit des citoyens canadiens d'être servis dans la langue officielle de leur choix et à la mise en œuvre d'un

La Commission a, bien entendu, le devoir d'utiliser avec efficacité et efficience les ressources humaines et financières qui sont mises à sa disposition. Elle doit également rendre compte de l'usage qu'elle en fait. C'est dans cet esprit qu'elle a poursuivi ses efforts pour renforcer ses mécanismes de gestion interne.

En outre, la Commission a activement participé au programme gouvernemental visant à freiner la croissance des dépenses publiques. En particulier—se conformant ainsi à l'objectif du gouvernement d'éliminer d'ici 1983 la formation linguistique centralisée—la Commission a procédé à une réduction accélérée de ses opérations de formation linguistique proportionnée à la baisse de la demande. En 1979-1980 les crédits d'opération de la Direction générale de la formation linguistique seront réduits de 497 personnes/années et de \$ 11 986 000 par rapport à 1978-1979. Une partie de ces dépenses, soit 180 personnes/années et \$ 4 704 000, a été réaffectée au Programme d'orientation des carrières qui a pour objectif le recyclage des spécialistes de la formation linguistique de la Commission afin de les aider à se tailler une nouvelle carrière au sein de la Fonction publique fédérale. Le nombre de salles de classes consacrées à la formation linguistique dans l'ensemble du Canada va passer de 335 à 260.

Ces réductions auraient dû se traduire par la mise en disponibilité d'environ 600 personnes à partir du 31 mars 1979. La Commission ayant entrepris toute une série d'actions pour recaser son personnel excédentaire dans la Fonction publique d'un répertoire des emplois disponibles et d'un répertoire par spécialités et qualifications des employés excédentaires.

Autres mesures d'économie

Les dispositions prises par la Commission pour se conformer au programme d'austérité du gouvernement ne se sont

pas limitées au secteur de la formation linguistique. Sans que s'accroissent dans la même proportion les ressources qui lui sont consenties, la charge de travail de la Commission s'est alourdie et ses responsabilités se sont accrues. Pourtant, le nombre des personnes/années attribuées à la Commission par l'entremise du Secrétariat d'Etat en vertu des crédits 120 (crédit 105 en 1979-1980) et L 120 (crédits renouvelables affectés à la formation et au perfectionnement) et du crédit 15 (langues officielles) accordé par le Conseil du Trésor, ont été réduites de façon marquée, passant de 4 268 en 1976-1977 à 2 930 en 1979-1980. Notons en outre que le crédit 15 a été aboli pour 1979-1980. Malgré cela, la Commission est parvenue à maintenir la qualité des services qu'elle dispense en adoptant diverses mesures qui ont permis d'accroître son efficience et son efficacité. Nombre d'indicateurs l'avertissent cependant qu'elle ne saurait réduire davantage ses ressources sans risquer de compromettre la qualité de ses services.

Techniques de gestion interne

La Commission a mené à son terme en 1978 son second cycle complet de planification stratégique et a communiqué à tous les intéressés ses buts et ses priorités. Une nouvelle méthode d'affectation des ressources et de budgétisation sera employée au début de 1979 afin que des plans de fonctionnement précis permettent la matérialisation de ces buts. Respect à mettre au point en œuvre de meilleurs mécanismes de contrôle de la gestion courante, des plans de fonctionnellement et les moyens de mener à bien l'évaluation des programmes.

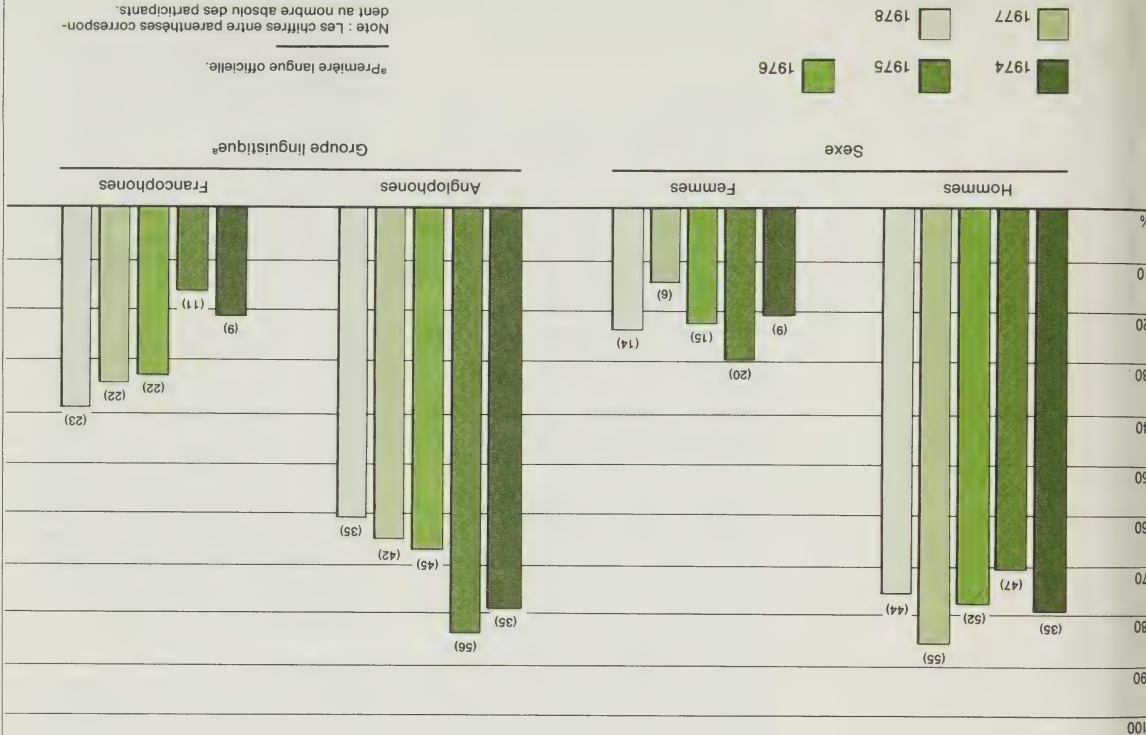
Au cours de l'automne 1978, plus de 200 dirigeants de centres décisionnels de la Commission ont suivi pendant deux jours des cours de formation destinés à leur donner une vue globale du processus de contrôle et de planification des ressources que la Commission se propose de mettre en œuvre. Ces cours leur ont aussi fourni la possibilité d'étudier et d'appliquer certains des mécanismes de la budgétisation, ces gestionnaires ont reçu tous les renseignements leur permettant de commencer à mettre en œuvre certaines parties du processus de gestion intégrée.

Le premier bénéficiaire de cet accord; en 1978, leur nombre s'est élevé à quatre); en 1977, un protocole d'entente avec le Royaume-Uni ajoute la participation canadienne au *British Program for Administrative Principals* (un participant britannique en 1977 et un second en 1978); signé en 1976, un protocole d'entente avec la province de Québec facilite le perfectionnement du personnel relevant du fédéral et du provincial; en 1977, quatre fonctionnaires fédéraux et un fonctionnaire provincial ont profité de protocoles et, en 1978, quatre fonctionnaires fédéraux et quatre provinciaux.

colliers : des séminaires d'une durée de deux semaines destinés à des étudiants de l'Enap ainsi qu'un programme d'orientation d'une journée qui réunit 21 étudiants européens et africains de l'Ecole internationale de Bordeaux; dans le cadre d'un protocole d'entente avec le gouvernement britannique, un psychologue de Grande-Bretagne bénéficiant d'une bourse de perfectionnement itinérante accordée par la Fonction publique britannique a fait un séjour de trois semaines au Canada pour y étudier les pratiques en vigueur dans le domaine de l'avancement professionnel; conformément à un accord bilatéral intervenu entre le Canada et la Belgique, deux fonctionnaires belges ont passé deux semaines au Canada pour s'y livrer à une étude comparative des réalités culturelles de notre pays et du leur.

Graphique 6

Participants au Programme Cours et affectations de perfectionnement selon le sexe et le groupe linguistique, 1974 à 1978



^aPremière langue officielle.

Note : Les chiffres entre parenthèses correspondent au nombre absolu des participants.

■ Le Programme Cours et affectations de perfectionnement

L'année 1978 a marqué le dixième anniversaire du programme Cap. Institué à la suite des recommandations de la Commission Glassco, il était à l'origine destiné à régler un problème particulièrement aigu des années 60 : la pénurie de cadres supérieurs disposant des connaissances générales et spécialisées nécessaires à la mise en œuvre des nouveaux concepts et systèmes de gestion issus de l'après-guerre. Le programme Cap avait pour but de former et de perfectionner de jeunes cadres qui pourraient

La Commission dispose d'un groupe spécial qui entretient des liens avec les ministères et organismes ayant accueilli les participants au programme. Cette même équipe sélectionne les candidats correspondant aux besoins des postes à pourvoir. L'avenir de ce programme est étroitement lié aux politiques gouvernementales en matière de langues officielles et de formation linguistique.

■ Le Programme d'orientation des carrières

Créé en 1972, ce programme est venu en aide à 500 membres du groupe Enseignement (EDS et LAT) désireux de poursuivre une nouvelle carrière dans la Fonction publique fédérale. Il a permis de recruter 309 d'entre eux qui occupent maintenant des postes au sein des groupes Gestion du personnel (PE), Services administratifs (AS) et Administrateurs (PM) dans à peu près 35 ministères et organismes fédéraux. Les 191 restants se joindront à ces différents groupes une fois leur formation terminée.

■ Le Programme de perfectionnement liés aux carrières

Outre ses cours centraux et ses services de conseil en matière de formation et de perfectionnement, la Commission s'occupe d'un certain nombre de programmes spéciaux de perfectionnement.

■ Le Programme des stagiaires en administration

Il a pour objet de recruter et de perfectionner, au bénéfice de la Fonction publique, des administrateurs compétents dotés d'un potentiel élevé pour faire carrière comme gestionnaires. Les stagiaires sont choisis parmi les diplômés d'universités qualifiées désireux d'entrer dans le secteur administratif de la Fonction publique, aussi bien que parmi les membres du personnel de soutien manifestant des dispositions pour occuper des postes de cadres. Ces stagiaires reçoivent des affectations précises, en même temps que des cours de formation correspondant aux besoins de chacun.

Après avoir subi avec succès un examen écrit, un tri de leurs dossiers et des entretiens de sélection, 109 diplômés d'universités ont été ainsi recrutés et

Année	Cours	Participants	Participants/jours
1978	17	255	2 030
1977	10	151	1 103
1976	4	76	580
Année	Participants/jours		
1978	10	159	512
1977	33	541	1 059
1978	37	564	1 390

Tableau 17 Séminaires pour la haute direction, 1976 à 1978

Certains de ces séminaires ont été réorganisés : « L'un, par exemple, qui avait pour titre : « Le débat sur l'unité canadienne—conséquences économiques pour la région de l'Atlantique », a été organisé à Halifax en collaboration avec l'Université Dalhousie. La Commission a conclu pour l'organisation continue de séminaires de ce genre des accords permanents avec plusieurs universités, y compris—outre l'Université Dalhousie—l'Ecole nationale d'administration publique, l'Université de Toronto et l'Université Queen's.

La Commission a poursuivi cette année son programme de Gestion des dépenses gouvernementales sous deux formes différentes. La première consistait en un cours de deux semaines

La Commission fait, comme toujours, appel à des personnes-ressources de haute qualité. Les collaborateurs qu'elle a recrutés à cette fin à l'intérieur comme à l'extérieur de la Fonction publique sont en mesure de stimuler et de guider efficacement les participants.

Comme le montrent les tableaux ci-après, le nombre de cours et de séminaires destinés au personnel de haute gestion et de haute direction a beaucoup augmenté depuis 1976.

Les séminaires organisés par la Commission en 1978 ont traité d'un vaste éventail de sujets et de points d'actualité intéressant l'administration publique. Comme par exemple « Séminaire d'orientation pour les nouveaux cadres de la haute direction » ; « L'application du budget à base zéro à la gestion des agences publiques » ; et « L'éthique au point de rencontre du politique et de l'administratif » (ce dernier n'a été donné qu'en français).

Dans le cadre de la Fonction publique fédérale, il incombe aux ministères de déterminer leurs besoins en formation et de la manière dont ils entendent y satisfaire. C'est donc de chacun d'entre eux que dépendent la nature de la formation, sa budgétisation, le choix des établissements d'enseignement et celui des méthodes pédagogiques. Par contre, ils se doivent tous de respecter les lignes directrices fournies en la matière par le Conseil du Trésor. Employeur de tous les fonctionnaires, c'est en effet ce dernier qui a autorité en matière d'établissement des politiques, de détermination des priorités, d'approbation des budgets ministériels et de contrôle de l'ensemble des activités liées à la formation et au perfectionnement.

En vertu de la Loi sur l'emploi dans la Fonction publique, la Commission de la formation et de perfectionnement un rôle qui revêt de multiples aspects. D'une part, elle fournit elle-même aux ministères des cours répondant à leurs besoins dans certains domaines, en particulier ceux qui correspondent à des besoins communs à l'échelle de la Fonction publique. D'autre part, elle fournit conseils et assistance aux ministères désireux d'instituer leurs propres programmes. La Commission dispose en outre d'un service de formation et de coordination qui porte sur deux domaines bien précis : l'information et la gestion financière. Elle met enfin en œuvre un certain nombre de programmes de perfectionnement des carrières destinés à des catégories précises de fonctionnaires.

Les programmes centraux de formation et les services de consultation dispensés par la Commission le sont à « prix coûtant », les ministères étant libres, bien entendu, de monter leurs propres programmes ou de faire appel à des services de formation non fédéraux. Cette méthode de recouvrement des frais a été établie pour garantir que les cours ou les services de consultation de la Commission correspondent chaque fois, sur le plan qualité et prix, aux besoins précis des ministères.

Soucieuse de respecter la liberté d'accès de chacun en matière de satisfaction des besoins de formation, la Commission a voulu que ce soient ce méca-

Le nombre de cours spécialisés ou portant sur la gestion en général dispensés en 1978 a été de 765 contre 525 en 1977, soit une augmentation de 45,7 %. Ceux offerts dans la Région de la capitale nationale ont représenté 90 % de cette augmentation (506 contre 361). Le nombre des participants s'est accru de 39 %, passant de 11 022 en 1977 à 15 349 en 1978. Les cours dispensés en anglais ont augmenté de 50,7 % (630 contre 418) et ceux en français de 15,0 % (123 contre 107).

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La Commission estime qu'elle ne doit intervenir elle-même en matière de formation ou de services de conseil que lorsqu'il s'agit de domaines précis, particuliers à la Fonction publique fédérale; que ces cours ou services ne peuvent être qualitativement ou quantitativement assurés par des organismes de formation privés ou provinciaux; ou lorsque la formule des cours centraux est la plus économique. La majorité des cours qu'elle a mis au point l'ont été dans le but d'offrir une formation présentant une valeur pour l'ensemble des ministères (par exemple formation en gestion générale, en informatique, en gestion financière) et répondant aux besoins propres à la Fonction publique fédérale.

Les cours dispensés par la Commission connaissent un réel succès. En effet, l'utilisation qu'en font les ministères a plus que doublé depuis 1972 en dépit des exigences du régime de recouvrement des frais, et le total des participants/jours a atteint plus de 84 000 en

avait été employé plusieurs fois sans que lui ait été fixée aucune période d'emploi. Suite à l'enquête, cet employé s'est vu attribuer officiellement le statut d'employé pour une période indéterminée.

L'anti-discrimination

Les plaintes formulées auprès de la Direction de l'anti-discrimination et justifiant une enquête officielle ont augmenté de 33 % en 1978.

Dès le 1^{er} mars 1978 qui a marqué

l'adoption de la *Loi canadienne sur les droits de la personne*, à laquelle est soumise la Fonction publique fédérale, la Commission des droits de la personne et celle de la Fonction publique ont décidé d'une procédure en vertu de laquelle la Direction de l'anti-discrimination continuerait à enquêter sur les allégations de discrimination contre les ministères fédéraux soumis à la *Loi sur l'emploi dans la Fonction publique*. Cette procédure impliquait une étroite collaboration avec la Commission canadienne des droits de la personne.

La direction poursuit également ses activités générales d'enquêteur sur les allégations de persécution et d'injustice, un pourcentage important des plaintes traitées en 1978 tombant dans cette catégorie.

La race, la nationalité d'origine, l'âge et le sexe ont été, dans l'ordre, les motifs essentiels de plaintes pour discrimination au cours de l'année. Les plaintes émanant des persécutions, des problèmes de cotes de sécurité ou de casier judiciaire ont constitué la majeure partie de celles intéressant le côté « médiateur public » de la direction.

Les enquêtes effectuées ont révélé que, bien souvent, c'était le manque de formation des cadres subalternes et des cadres intermédiaires, et non leur méchanceté, qui avait provoqué les plaintes relatives à la privation des droits des employés ou à des différences dans l'application des règlements.

Voici des exemples des types de plaintes reçues et traitées en 1978 :

- Un employé avait porté plainte pour discrimination, alléguant que du fait de sa nationalité d'origine on lui avait refusé un poste pour lequel il était qualifié, et cela parce qu'il n'avait pas obtenu la cote de sécurité voulue. Cet employé vivait au Canada depuis son très jeune âge, mais n'avait pu obtenir cette cote de sécurité car il avait des parents vivant encore dans son pays d'origine. L'en-

quête révéla que la cote de sécurité exigée pour le poste en question était manifestement exagérée; le ministère revit alors les cotes de sécurité de tous ses postes au grand avantage du plaignant.

- Une employée se plaignit de discrimination sexuelle du fait qu'il avait été mis fin à son emploi dès que l'on avait su qu'elle était enceinte. L'enquête lui donna raison et la plaignante fut réengagée et indemnisée... avec les excuses de l'employeur.
- Une employée, dont le casier judiciaire révélait une condamnation, et qui de ce fait s'était vu refuser un certificat de loyauté, était empêchée de travailler dans certains secteurs. L'enquête permit de constater que, pris de court par des urgences, l'employeur lui avait permis de travailler à l'occasion à titre de remplaçante dans des secteurs névralgiques qui lui étaient normalement interdits. Cette employée reçut alors l'assurance que, compte tenu du temps écoulé depuis sa condamnation ainsi que de sa bonne conduite depuis lors, on allait lui attribuer la cote de sécurité lui permettant d'effectuer à titre normal les tâches que son employeur lui avait demandées d'accomplir occasionnellement pour se départir.
- Un employé licencié pour abandon de poste avait porté plainte pour discrimination fondée sur sa nationalité d'origine et l'incapacité physique. L'enquête démontra que le plaignant avait effectivement été absent de son poste pour des raisons médicales et qu'il avait averti le ministère de son absence mais, qu'ap- paremment, le ministère n'avait reçu ces renseignements qu'après l'avoir licencié pour abandon de poste. La plainte pour discrimination ne reposait sur rien, mais l'enquête conclut que le plaignant avait été injustement traité en ce qui concerne son licenciement. Il fut réembauché... et indemnisé en conséquence.

« Les enquêtes

La Direction des enquêtes est chargée d'effectuer des enquêtes à la suite de plaintes ou de demandes d'éclaircissements relatives à la mise en œuvre de la Loi et du Règlement sur l'emploi dans la Fonction publique ainsi qu'à celle des politiques et des directives formulées par la Commission et les ministères dans le cadre de cette Loi. Ces enquêtes portent sur la dotation, les recommandations de licenciement, les renvois en cours de stage, les démissions et abandon de poste; elles ne s'intéressent pas aux matières soumises aux Comités d'appel, ni aux allégations de discrimination qui sont du ressort des autres directions de la Direction générale.

Alors que les activités de la direction s'étaient ralenties durant le premier semestre de 1978, le nombre de plaintes reçues au cours du second a considérablement augmenté comparativement à la même période de 1977. La direction a reçu en 1978, 263 plaintes dont 174 ont provoqué une enquête, contre 160 en 1977, soit une augmentation de 8 %. Sur les 120 enquêtes terminées durant l'année, 35 ont conduit à des plaintes justifiées; au 31 décembre 1978, 67 enquêtes étaient encore en cours.

Voici quelques exemples des enquêtes effectuées cette année et des mesures correctives prises :

- Un fonctionnaire s'est plaint de ce qu'on lui aurait refusé une mutation latérale parce qu'un jury avait estimé insuffisante sa compétence en anglais, bien qu'il satisfaisait par ailleurs aux exigences linguistiques du poste. L'enquête mit contrairement au vœu exprimé par le candidat, s'était déroulée en anglais; le jury de sélection avait effectivement décidé que le candidat n'avait pas une assez bonne connaissance de l'anglais. Outre qu'il n'appartenait pas à un jury de sélection d'apprécier la compétence linguistique des candidats, le plaignant n'avait pas subi d'entrevue officielle du poste en anglais. Un nouveau jury fut donc constitué. Jugé compétent, le plaignant se vit offrir un poste. Agissant pour le compte de l'un de

[illegible]

La Direction générale des appels et des enquêtes ayant connu en 1978 sa première année d'existence, ses responsables ont consacré des efforts tout particuliers à la formulation et à la mise en œuvre d'un programme d'information des trois composantes : la Direction des appels, celle de l'anti-discrimination et celle des enquêtes. Dans ce cadre, un certain nombre de hauts fonctionnaires de la Direction générale ont parcouru les différents centres du Canada où ils ont organisé des séances d'information au bénéfice des fonctionnaires et des membres des associations d'employés. Cet effort d'information sera poursuivi afin que les fonctionnaires soient non seulement avertis des processus officiels concernant appels et plaintes, mais aussi des mécanismes officiels de réparation dont ils disposent en cas de révocation, de recommandation de mise à pied, de rétrogradation et de mutation.

La Direction générale a été dotée d'un registraire chargé de recevoir l'ensemble des appels et des plaintes, de les orienter au sein de la Direction générale, de veiller à leur traitement rapide et convenable et, enfin, d'établir un système de suivi propre à ces opérations. Il est en outre chargé de conseiller les fonctionnaires et demandeurs d'emploi qui cherchent à obtenir réparation, en leur indiquant les possibilités de recours internes.

Le nombre des appels a diminué de 21% en 1978 par rapport à 1977 (2 802

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Tableau 16

Année	Nombre d'appels	% d'augmentation/diminution
1968	1 318	
1969	1 413	+7,2
1970	1 417	+0,3
1971	2 032	+43,4
1972	2 518	+23,9
1973	3 061	+21,6
1974	4 125	+34,8
1975	3 417	-17,2
1976	2 810	-17,8
1977	3 559	+26,7
1978	2 802	-21,3

dotation, recommandations alliant d'une amélioration des systèmes de contrôle et des relations hiérarchiques en matière de dotation.

Outre les cas individuels, la Commission a également relevé en 1978 quelques faiblesses précises concernant un certain nombre de ministères ou la totalité d'entre eux.

Les priorités statutaires ou administratives

Bon nombre des ministères ayant fait l'objet de vérifications en 1978 avaient connu des problèmes en ce qui a trait aux priorités statutaires ou administratives. La plupart d'entre eux manquaient de la documentation qu'ils auraient permis de s'assurer qu'ils avaient convenablement traité ces cas prioritaires. Les vérificateurs ont analysé leurs propres observations à cet égard à la lumière des arguments présentés par les agents de dotation, et il s'est avéré que bien que des nominations aient été effectuées à partir du répertoire des priorités, le système péchait par son manque de cohérence. Jointe à l'augmentation importante du nombre de personnes en situation prioritaire, la révélation de ces faiblesses (en particulier sur le plan de documentation) a incité la Commission à accélérer la mise en œuvre de son Régime des nominations prioritaires. S'ajoutant aux recommandations relatives au contrôle du respect de ces priorités qui ont été faites à chaque ministère, l'application de ce système devrait permettre de régler en toute équité les cas des employés prioritaires.

Les moyens et méthodes de sélection

Prises dans son sens étendu, l'utilisation des moyens de sélection englobe les exposés de qualités requises, les guides de classement, les rapports des jurys de sélection, les dispositions d'appréciation, les tests et les raisons d'être du classement. La Commission a formulé en 1978 des recommandations au profit de la plupart des ministères dans ce domaine fondamental. Les vérifications ont relevé des déficiences comme commençant, au départ du processus de sélection, par l'absence de postes de sélection, pour se terminer au moment du choix par l'utilisation des rapports de jurys de sélection extrêmement vagues. De nombreux ministères se sont vu recommander un renforcement des contrôles en matière de dotation et, dans d'autres cas, un élargissement de leurs programmes de

formation. En quelques occasions, la Commission a proposé un réexamen complet du processus de sélection et la formulation de principes directeurs prévoyant une formation des cadres fonctionnels en matière de moyens et de méthodes de sélection. L'entrée en vigueur du programme d'accréditation obligatoire pour les agents de dotation devrait apporter une solution au moins partielle à certains des problèmes mis au jour lors des opérations de vérification.

Les nominations à titre intermédiaire

Les vérifications ont également permis de voir que les nominations à titre intermédiaire ne sont pas toujours effectuées conformément aux principes directeurs de la Commission. Il a donc été recommandé d'établir des contrôles administratifs plus stricts afin que le choix des intermédiaires s'accompagne des conseils voulus et respecte pleinement la règle de l'égalité d'accès.

Les contrats d'embauche de personnel temporaire

Les vérifications ont conclu, en règle générale, à l'efficacité des contrôles permanents d'éviter l'établissement de relations privilégiées employeurs/employés dans ce domaine mais ont révélé, dans certains ministères, les errements ci-après :

- dans la Région de la capitale nationale, certains contrats avec des agences d'emploi avaient été prorogés au-delà des huit semaines réglementaires sans la justification voulue;
- des contrats d'embauche de personnel temporaire avaient quelquefois été conclus pour l'exécution de tâches faisan, semble-t-il, normalement partie des tâches régulières du ministère et, par conséquent, violaient les lignes directrices.

Chaque fois que cela s'avérait approprié, la Commission a recommandé une participation plus poussée des divisions du personnel des ministères à l'établissement et au contrôle des contrats de service des temporaires. La responsabilité en la matière étant partagée entre la Commission (ensemble des principes et des méthodes relatifs à l'emploi dans la Fonction publique) et le Conseil du Trésor (établissement des règles relatives aux contrats administratifs), les résultats de nos vérifications ont été transmis pour étude et suite à donner à la Direction de la politique administrative du Conseil du Trésor.

Les reclassements

Dans plusieurs ministères, les systèmes réglementant les nominations nées des reclassements se sont révélés pour le moins déficients. Dans certains cas, l'on a autorisé la reclassement de postes occupés par un agent sans tenir compte des incidences de l'opération sur la dotation (p. ex. effet d'une telle reclassement sur les titulaires de postes identiques), ou sans tenir compte des compétences du titulaire. Ces lacunes étaient souvent le résultat des consultations insuffisantes entre les spécialistes de la dotation et ceux de la classification.

Les nominations pour de longues périodes déterminées

Les vérificateurs ont peu apprécié l'utilisation faite de ce système dans plusieurs ministères, leur nombre exagéré et leur durée excessive (quelquefois plus de cinq ans). Ils en ont fait part aux sous-ministres concernés, ainsi qu'à la Commission, afin que la situation soit corrigée au plus vite.

Les objections de la Commission ne tiennent pas qu'à des considérations d'ordre juridique; car la question s'est posée de savoir, par exemple, si ces employés ont droit aux mêmes avantages que les fonctionnaires nommés pour une période indéterminée. Certaines activités ministérielles rendent nécessaires le recours à des nominations de ce type, mais celles-ci continueront à faire l'objet d'une vigilance toute particulière des vérificateurs de la Commission.

Les situations boiteuses une fois identifiées, la Commission a fait les recommandations permettant d'y remédier. Nous n'oublions cependant pas que ces quelques cas ne sont qu'un des nombreux cas non comparables de la vérification et que celle-ci a révélé d'une façon générale que des pouvoirs de dotation sous-déplacés dans la Fonction publique étaient exercés dans le cadre d'une gestion fort saine comportant les contrôles voulus.

Il s'agit ici de vérifications intervenues en 1978 en dehors de celles effectuées normalement dans le cadre du renouvellement des instruments ministériels de délégation.

La Direction générale de la dotation a fait l'objet d'un examen effectué conjointement par la Direction de la vérification interne et la Direction générale de la

possible, les vérificateurs de la Commission utilisent les données rassemblées par les vérificateurs ministériels, ce qui donne une dimension supplémentaire à leurs propres analyses. Dans un certain nombre d'autres cas, les vérificateurs ministériels participent avec ceux de la Commission à l'examen des opérations de dotation. L'été 1979 verra à cet égard une réalisation toute nouvelle : une vérification dotation/classification effectuée en commun par la Commission et le Conseil du Trésor.

Constatations de 1978

Trente-quatre ministères ont en 1978 fait l'objet d'une vérification, suivie de la rédaction et de la diffusion d'un rapport national particulier à chacun d'entre eux. Constatations et observations varient bien entendu selon les ministères et organismes. Des méthodes de gestion fort saine de la dotation sont la règle pour le plus grand nombre d'entre eux, qu'il s'agisse en particulier de l'élaboration des politiques, de la planification et du contrôle. Les sous-délégations d'autorité y ont fait l'objet d'une attention toute particulière de la part des gestionnaires et s'y sont exercées en pleine connaissance des complexités du système de dotation.

Un certain nombre de problèmes sérieux ont cependant été relevés dans quelques ministères. Dans l'un d'entre eux, la mise en œuvre de la fonction dotation laissait énormément à désirer, du fait de l'absence de directives, de conseils et de coordination qui auraient dû émaner des services de dotation; ces derniers étaient si discrets qu'ils en étaient dévotus à peu près invisibles. Un autre organisme reposait sur une structure bi-ministérielle, avec deux sous-ministres; cet imbricolage s'est traduit par une insatisfaction des communications entre la division du personnel et les autres composantes de l'organisme, ainsi d'ailleurs qu'entre les deux ministères eux-mêmes, et cela au plus haut niveau. Dans un autre ministère enfin, une charge de travail trop forte et un taux de roulement trop élevé des agents de dotation ont contrarié l'activité des centres de décision, de planification et de contrôle dans ce domaine.

Dans chacun de ces cas, la Commission a formulé des recommandations visant une meilleure gestion du système de

Comme il a été dit au chapitre 2, la Commission de la Fonction publique s'est orientée depuis quelques années vers une nouvelle conception de la délégation d'autorité. Cette dernière avait autrefois un caractère surtout réglementaire qui ne tenait pas suffisamment compte des réalités de la gestion. Il y a des mandats et des responsabilités des sous-ministres en matière de dotation. Désireuse de remédier, en partie du moins, à cette situation, la Commission a reformulé son programme de vérification.

La nouvelle approche prévoit trois phases : établissement du profil d'un ministre, examen des opérations, vérification, lesquelles ont été décrites en détail dans le rapport annuel de 1977 de la Commission. Ces nouvelles modalités de vérification sont entrées en vigueur en 1978.

Pour que rien n'échappe à la vérification, la Commission a mis l'accent sur la consultation avec les groupes intéressés afin d'assurer la couverture intégrale des opérations de dotation et de permettre tous les échanges de renseignements voulus. Les points inquiétants relevés lors des analyses portent sur les appels, les enquêtes, les vérifications antérieures ou à l'occasion des échanges de vue avec les agents de la Direction générale de la dotation, font l'objet d'un suivi tout spécial. Au stade de l'établissement du profil d'un ministre, les discussions avec les responsables de ce dernier et l'examen des documents pertinents permettent de préciser l'optique ministérielle. Des rencontres avec les représentants syndicaux, avant la phase de vérification permettent de recueillir leur avis sur les mécanismes ministériels de dotation. À ce point de vue, les discussions qui ont eu lieu avec l'Alliance de la Fonction publique et la Fédération internationale des ouvriers de l'électricité notamment, ont aidé la Commission à mieux cerner les problèmes dans ce domaine.

L'année écoulée a vu se poursuivre des efforts visant à la mise en place de voies de communications efficaces, ou l'amélioration de celles qui existaient déjà, avec les directeurs du personnel et leurs vérificateurs respectifs, afin d'essayer d'éviter au maximum la prolifération des vérifications. Chaque fois que cela est

bilittés est assez restreint, et la voie la plus large pour faire carrière et accéder aux échelons les plus élevés est celle des postes bilingues. Cette réalité s'impose d'ailleurs à tous les unilingues qu'ils soient Francophones ou Anglophones, malgré le désir bien légitime des uns et des autres de travailler dans leur langue. Notons qu'en 1978, 55,8 % de toutes les nominations à des postes bilingues sont des nominations de Francophones. Ces derniers profitent donc des larges possibilités que leur offre ce type de postes, mais ils y rencontrent beaucoup plus d'obstacles dans l'utilisation de leur langue.

Vues dans une perspective historique, les difficultés actuelles prennent davantage la dimension d'incidents de parcours que de problèmes insurmontables. Les tendances de fond, appuyées par la réalité canadienne dans son ensemble, conduisent inéluctablement vers une fonction publique qui reflètera plus équitablenent la dualité linguistique du pays. Les réalisations de la Commission à cet égard sont prometteuses : elle a sensiblement accru la participation des Francophones dans son programme de recrutement postsecondaire; la place du français et la participation des francophones dans ses programmes de formation et de perfectionnement professionnel ont accusé une croissance constante au cours des dernières années; les études de marché qu'elle poursuit afin de mieux orienter les efforts de recrutement sont de plus en plus demandées dans les ministères, lesquels y trouvent d'utiles indications pour l'élaboration de plans d'action réalistes et efficaces.

Tableau 15

Répartition, en nombre et pourcentage, des postes selon leur statut linguistique, octobre 1977 et décembre 1978

Statut linguistique	N.	%	Octobre 1977	Décembre 1978
Bilingue	65 534	20,4	68 737	20,8
Anglais essentiel	187 107	58,2	201 411	61,1
Français essentiel	39 528	12,3	38 388	11,7
Anglais ou français	29 160	9,1	21 111	6,4
Total	321 329	100,0	329 647	100,0

Source : Secrétariat du Conseil du Trésor

de janvier 1979, des cours de même nature dans l'un de ses centres de la Région de la capitale nationale. Par ailleurs, les cours du soir, que la Commission a réintroduits en janvier 1978, ont connu une grande popularité : 3 600 fonctionnaires s'y sont inscrits. Manifestement, l'apprentissage de la langue seconde intéresse bon nombre de fonctionnaires. La preuve en est que la participation à ces cours du soir n'est en rien obligatoire (voir le tableau 13).

Outre la formation de base et les cours de perfectionnement, la Commission offre des services d'orientation aux étudiants-tournois, assiste les ministres en matière de planification de leurs besoins et les aide à mettre au point des programmes de formation linguistique. Les services de la Commission ne profitent pas aux seuls ministères fédéraux, ses spécialistes et son matériel pédagogique étant également en demande dans les secteurs para-public et privé. Il est sans doute important de souligner ces diverses activités alors que les réductions de personnel touchent durement la formation linguistique. Des 1 312 personnes/années affectées à ce secteur en 1978, il n'en restera plus que 815 en 1979. On ne peut cependant ignorer que les programmes de formation linguistique restent sans doute l'élément qui aura le plus contribué à l'évolution des mentalités et, par le fait même, à l'émergence d'une Fonction publique véritablement bilingue.

Bilinguisme : critère impératif de nomination

Depuis la réforme de novembre 1977, les ministères peuvent exiger des candidats à certains postes bilingues qu'ils possèdent une maîtrise suffisante des deux langues officielles parce que le titulaire éventuel devra y avoir recours efficace-ment des son entrée en fonction. Dans ces cas, on peut procéder à la dotation impérativement bilingue du poste. Sous-cluse d'assurer une interprétation et une utilisation uniformes de cette nouvelle politique, la Commission se réserve encore le pouvoir d'entériner les décisions des ministères en ce domaine. En 1978, la Commission a approuvé la très grande majorité (92%) des demandes qui lui ont été soumises par les ministères : il faut noter que ce type de dotation n'a touché que 273 fonctionnaires, soit 1,5 % de toutes les nominations à des postes bilingues. (Signalements, par ailleurs que 81,3 %—17 891—des personnes nommées en 1978 à des postes bilingues satisfaisaient aux exigences linguistiques de ces postes dès leur nomination.) Cette stricte application de la règle du mérite, qui fait des connaissances linguistiques une exigence fondamentale de sélection comparable aux autres : connaissances, expérience, etc., constitue, pour la Commission, un idéal à atteindre.

Tableau 13

Langue enseignée		Inscriptions aux cours autres que continus, selon la langue enseignée, 1978	
Anglais	Français	Total	
2 475	2 310	4 785	
666	552	1 218	
3 600	3 009	6 609	
6 741	5 871	12 612	

Tableau 14

Cours		Cours donnés exclusivement dans les ministères	
Anglais	Français	Total	
2 475	2 310	4 785	
666	552	1 218	
3 600	3 009	6 609	
6 741	5 871	12 612	

Le bilan de l'année 1978 à ce chapitre **La participation des Francophones** doit être nuancé. Bon nombre d'éléments indiquent que la Fonction publique marque actuellement le pas en ce domaine. D'autres éléments, comme les résultats positifs du Programme de recrutement postsecondaire et la sensibilité accrue des ministères à la question de la participation des Francophones, amènent des bouffées d'air frais là où, sans doute, l'avenir se joue. Le recrutement de diplômés universitaires—aspect le plus important du recrutement postsecondaire—est en hausse cette année chez les Francophones par rapport à 1977 (voir le tableau 14).

En 1978, la proportion des Francophones dans l'ensemble de la Fonction publique fédérale s'établissait à 26,2 %; en baisse donc de 1 % par rapport à 1977.

Examinée sous l'angle de leur répartition catégorielle et hiérarchique, la situation des Francophones est la suivante :

- ils sont toujours proportionnellement sous-représentés dans les catégories Supérieur administratif et Exploitation : 66,9 % d'entre eux s'y retrouvent contre 60,1 % de tous les Anglophones;
- la catégorie Techniciens regroupe 6,8 % de tous les Francophones et 10,9 % de tous les Anglophones;
- les proportions respectives dans la catégorie Scientifiques et spécialistes sont de 6,3 % et 9,3 % et de 0,4 % et 0,6 % dans celle de la Haute direction.

La Commission estime donc devoir concentrer son attention sur ces deux dernières catégories dans la catégorie Scientifiques et spécialistes est lent à se produire, malgré tous les efforts en ce sens. La proportion des Francophones dans la catégorie Haute direction, où ils avaient réalisé des progrès sensibles au cours des dernières années, est demeurée stable en 1978. Manifestement, il reste beaucoup à faire.

Il en est de même quant aux possibilités pour les Francophones de faire carrière dans leur langue au sein de la Fonction publique. Idéalement, les postes unilingues français seraient la garantie la plus sûre pour eux d'être embauchés ou promus dans des emplois où ils pourraient travailler dans leur langue. Dans les faits, cependant, ce champ de possi-

Langue de travail préférentielle		Céleps, 1977 et 1978	
Anglophones	Francophones	Total	
277	78,2	77	21,8
228	83,5	45	16,5
763	75,7	245	24,3
748	71,2	303	28,8
1978		1 051	100,0
1977		1 008	100,0

Nominations consécutives aux campagnes de recrutement dans les universités, les collèges et les Céleps, 1977 et 1978

longue période. Cette disposition permet en effet aux gestionnaires un meilleur déploiement de leurs ressources humaines, et au fonctionnaire de se familiariser plus rapidement avec son nouvel emploi. Disposant d'une année avant d'être tenus d'envoyer les nouveaux titulaires de postes bilingues en cours de langue, les gestionnaires ont, dans plusieurs cas, attendu 1979 pour les y inscrire.

La formation linguistique spécialisée a par contre augmenté considérablement en 1978. Visant à répondre à des besoins précis manifestés par les ministères, elle se donne généralement dans leurs locaux. Les services de la Commission en ce domaine ont été requis par 35 ministères en 1978, contre 21 en 1977.

Ce type de formation s'adresse tant aux fonctionnaires désireux d'acquérir des connaissances mieux appropriées à leur poste, qu'à ceux qui veulent améliorer leurs connaissances linguistiques pour des raisons de carrière. Il prend donc directement racine dans l'initiative des ministères et dans la volonté de perfectionnement des individus. Cela correspond à ses programmes de formation linguistique : cours de perfectionnement adaptés d'exemple, que la Commission élabore et met à disposition. Les ministères et aide technique appropriée. Signalements, à titre de la Santé nationale et du Bien-être social, un cours visant à assurer une connaissance fonctionnelle du français en usage dans les domaines scientifique et médical.

La Commission tient à faire savoir aux ministères et organismes qu'il n'aurait pas suffisamment de candidats pour organiser ce type de cours dans leurs propres locaux qu'elle offrira, à compter

soir. Cette gamme élargie d'options et d'étalonnage sur une période de deux ans des 12 mois réglementaires de formation linguistique permettront aux gestionnaires, et aux fonctionnaires eux-mêmes, de bénéficier d'une très grande souplesse lors de la planification de la formation linguistique.

Les plans ministériels dans ce domaine sont d'une grande importance pour la Commission, car sa propre planification repose sur la connaissance des besoins et des desirs des ministères. Faute, sans doute, de critères précis, les aspects des plans ministériels touchant la formation linguistique n'ont guère éclairé la Commission quant à l'ampleur et la nature de la demande. Les services qu'on attendait d'elle. En conséquence, la Commission a dû se rabattre, entre autres choses, sur l'analyse des demandes de services et des inscriptions à ses cours pour déterminer ses orientations en matière de formation linguistique. L'examen de ces demandes lui a permis de constater les tendances suivantes :

- les besoins en formation de base vont se stabiliser à un niveau inférieur à ce qu'il a été jusqu'ici;
- la formation spécialisée, adaptée aux besoins précis des ministères, connaîtra une croissance marquée;
- les cours du soir reviendront à l'honneur.

Des les premiers mois de 1978, et tout au long de l'année, les inscriptions aux cours de formation de base ont accusé une baisse sensible. Le nombre des diplômés, qui s'établissait à 3 492 en 1977, est tombé cette année à 1 783 (voir le tableau 12).

Ce phénomène s'explique diversement, mais il semble surtout attribuable au fait que les unilingues nommés à des postes bilingues peuvent maintenant étaler leur formation linguistique sur une plus

quels de ces postes sont et resteront plus élevées que dans le passé. Après la fin des plans ministériels, la Commission a donc cru bon d'attirer l'attention des ministères sur l'importance d'inciter leurs fonctionnaires anglophones à utiliser des fonctionnaires anglophones à temps d'avantage le français au travail, afin de favoriser le maintien et l'amélioration de l'acquis. Ainsi, la Fonction publique pourra préserver, voire augmenter, de façon satisfaisante et économique la qualité des ressources disponibles. Toutefois, l'importance des besoins qu'il faudra satisfaire au cours des prochaines années exige le maintien des programmes continus de formation linguistique, du moins pour ce qui est de l'avenir immédiat.

La formation linguistique

Les ministères, on le sait, sont maintenant les premiers responsables de la mise en œuvre de la politique des langues officielles. À ce titre, il leur incombe d'établir un plan d'ensemble en matière de formation linguistique que leur permettrait d'atteindre les objectifs qu'ils se sont eux-mêmes fixés.

En matière de formation linguistique, la Commission se veut la collaboratrice active des ministères et organismes, qu'il s'agisse de conseils, d'aide technique, de matériel didactique, de méthodes pédagogiques ou d'élaboration de programmes.

Cet esprit de collaboration et de service préside également à la conception et à l'organisation des programmes de formation linguistique de base que la Commission dispense dans ses propres centres d'enseignement. C'est ainsi que, dès janvier 1978, la Commission décidait de reconduire ou de réinstaurer les trois modes de cours suivants : cours intensifs, cours à temps partiel et cours du

Tableau 12
Inscriptions aux cours continus selon la langue enseignée, 1974 à 1978

Cours de français		Cours d'anglais		Total	
Inscrits de l'année précédente	Inscrits de l'année précédente	Inscrits de l'année précédente	Inscrits de l'année précédente	Inscrits de l'année précédente	Inscrits de l'année précédente
1974	395	2 606	1 006	29	374
1975	1 930	3 862	2 931	237	4 16
1976	2 314	3 843	3 206	241	609
1977	2 303	2 855	3 42	662	637
1978*	1 336	1 332	1 398	328	387
Total	13 370	14 173	11 396	2 448	1 974
Exigences satisfaites		Exigences satisfaites		Exigences satisfaites	
1974	2 980	1 119	4 278	3 314	4 452
1975	3 492	3 192	3 192	3 662	3 192
1976	3 492	3 192	3 192	3 662	3 192
1977	3 492	3 192	3 192	3 662	3 192
1978*	1 783	1 783	1 783	1 783	1 783

Comprend également les nouveaux cours continus
donnés à raison de quatre heures par jour.

situation, notamment quand elle se manifestait dans la Région de la capitale nationale. Dans quelques cas, à la suite de son étude des plans ministériels, elle a suggéré de redéfinir les compétences requises pour certains postes bilingues. Soucieuse de faciliter le travail des ministères, la Commission se propose, au cours de 1979, d'améliorer la norme linguistique et de sensibiliser les responsables ministériels aux principes qui doivent présider à son utilisation. Comme le prévoit la politique révisée en matière de langues officielles, elle collaborera étroitement avec les ministères dans la vérification de la mise en pratique de cette norme.

Par ailleurs, la Commission se rejouit des décisions ministérielles touchant le relèvement des exigences linguistiques des postes bilingues.

C'est que ce relèvement ne joue pas seulement sur les nouvelles nominations à des postes bilingues, mais touche également les titulaires de ces postes. Comme l'indique le tableau 11, en 1978, 70,2 % d'entre eux ont satisfait aux nouvelles exigences. C'est dire qu'un bon nombre de ces fonctionnaires possèdent une compétence linguistique supérieure à celle que leur poste exigeait auparavant.

La Commission y voit la preuve que la Fonction publique fédérale dispose d'ores et déjà d'un réservoir de bilingues susceptibles de répondre à une partie de ses besoins, et que les ressources qui ont été engagées dans la formation linguistique ne l'ont pas été en vain.

Notons également qu'à la fin de 1978 la Fonction publique fédérale comptait près de 4 000 bilingues d'une compétence avérée qui ont été sous-traités en permanence à l'évaluation linguistique. La Commission ne peut cependant pas se cacher qu'il continuera d'exister un écart entre les « ressources bilingues disponibles et les besoins qu'il faut tendre à satisfaire. N'oublions pas que le nombre des postes bilingues reste important et que les exigences linguistiques

Tableau 10

Répartition, en nombre et pourcentage, des postes bilingues selon le niveau de compétence requis en langue seconde (expression orale), octobre 1977 et décembre 1978

Langue seconde		Octobre 1977		Décembre 1978	
		Anglais	Français	Anglais	Français
		N.	%	N.	%
Niveau de compétence					
Supérieur (C)		627	1,0	610	0,9
Intermédiaire (B)		28 776	43,9	29 169	44,5
Minimal (A)		11 702	17,9	13 997	21,4
Ancien niveau minimal (04)		17 129	26,1	17 298	26,4
Autres ^a		7 300	11,1	4 460	6,8
Total		65 534	100,0	65 534	100,0
Postes ne comportant aucune exigence en expression orale, ou comportant soit le niveau minimal (B), soit un niveau professionnel et technique (P)					
Source : Secrétariat du Conseil du Trésor					

Tableau 11

Répartition, en nombre et pourcentage, des titulaires de postes bilingues par catégorie professionnelle et selon qu'ils satisfont ou non aux exigences linguistiques de leur poste, au 31 décembre 1978

Exigences linguistiques		Ne satisfont pas		Satisfont	
		N'ont pas à satisfaire ^a	Doivent satisfaire		
		N.	%	N.	%
Catégorie					
Professionnelle		722	72,0	234	23,3
Haute direction		4 758	70,0	1 837	27,0
Scientifiques et spécialistes		15 168	78,0	3 758	19,3
Administration et service extérieur		3 154	67,9	1 387	29,8
Techniciens		11 894	65,3	5 762	31,7
Soutien administratif		3 213	60,6	1 965	37,0
Exploitation		38 909	70,2	14 943	27,0
Total		38 909	70,2	14 943	27,0

^a Titulaires autorisés en vertu du Décret d'exclusion, à occuper un poste bilingue sans posséder la compétence requise mais dont certains sont désireux de l'acquiescer. Outre ces unilingues, ce groupe comprend des bilingues dont la compétence est cependant insuffisante en regard des exigences de leur poste.

Source : Secrétariat du Conseil du Trésor

Si l'année 1977 fut celle d'une révision en profondeur de la politique gouvernementale en matière de langues officielles, l'année écoulée aura été marquée par une activité ministérielle sans précédent dans cet important domaine.

Ministères et organismes, tout comme la Commission d'allieurs, ont en effet procédé au cours de 1978 à un réexamen de leur situation à cet égard, s'interrogeant sur la qualité linguistique des services qu'ils offrent à la population et à leurs propres employés, sur l'utilisation du français et de l'anglais comme langues de travail et sur la place qu'occupent au sein de leur effectif les deux groupes de langues officielles. Ces analyses ont débouché sur des plans d'action dont la réalisation est déjà amorcée.

La délégation aux ministères et organismes des pouvoirs et responsabilités en matière de langues officielles a sensiblement modifié le rôle de la Commission à cet égard. Elle doit toujours répondre devant le Parlement de l'application des articles de la Loi sur l'emploi dans la Fonction publique traitant de la nomination de fonctionnaires linguistiquement compétents, en particulier dans les postes bilingues. Mais son action, en ce qui a trait à l'application de la politique des langues officielles, consiste dans la définition des orientations générales et des principes fondamentaux. Elle fournit en outre aux ministères l'aide technique et spécialisée dont ils ont besoin pour exercer leurs nouvelles responsabilités et rend compte périodiquement aux intéressés des réalisations et des progrès accomplis.

Concrètement, la Commission concentre son action dans les domaines suivants :

- la compétence linguistique des titulaires ;
- les services de formation linguistique ;
- le bilinguisme en tant que critère impératif de nominations à certains postes ;
- la participation des Francophones.

Les critiques qu'avait amenées les modalités de mise en œuvre de la politique linguistique au sein de la Fonction publique faisaient état de la trop grande rigidité du système de détermination des exigences linguistiques des postes, rigide qui aurait souvent conduit à des exigences insuffisantes et sans grand rapport avec les tâches à accomplir. S'étant d'un outil que la Commission avait élaboré à leur intention l'an dernier (*Normes de sélection en matière de langues officielles—Détermination du profil linguistique des postes bilingues*), les ministères ont révisé les exigences linguistiques de l'ensemble de leurs postes bilingues.

Les résultats de ces révisions devraient garantir dans l'avenir des services bilingues de meilleure qualité, car ils correspondent à un relèvement très net du niveau moyen des exigences pour l'ensemble des postes bilingues comme l'illustre clairement le tableau 10.

L'examen de ce tableau nous permet en outre de constater que les nouvelles exigences intéressent la connaissance de la langue seconde soit équilibrées pour les fonctionnaires francophones et anglophones. Cela ne veut toutefois pas dire qu'elles sont les mêmes en français et en anglais en tant que langue seconde des titulaires.

La situation à cet égard varie, en fait, selon les régions. Dans celles à majorité anglophone, on exige d'un Franco-phonie titulaire d'un poste bilingue une bonne maîtrise de l'anglais, comme on demande à un Anglophone occupant un poste bilingue au Québec une connaissance suffisamment poussée du français. La situation inverse prévaut si le titulaire partage avec le milieu qu'il est appelé à servir la même origine linguistique. Il n'a pas à satisfaire en français en anglais, langue seconde, à des exigences aussi élevées que son collègue qui travaille dans une région où sa première langue officielle est minoritaire. Il est fort possible qu'une différence entre le type de services offerts aux minorités explique cet état de choses. Il se peut aussi que jeune, sciemment ou non, sur la qualité du service, l'existence de ce que l'on pourrait appeler un « seuil de tolérance » : un Anglophone de Toronto ne s'attend peut-être pas à recevoir en anglais des services de la même qualité linguistique au Québec qu'en Ontario et vice-versa pour le Francophone québécois.

Quoi qu'il en soit, la Commission a déjà attiré l'attention des ministères sur cette

Si l'année 1977 fut celle d'une révision en profondeur de la politique gouvernementale en matière de langues officielles, l'année écoulée aura été marquée par une activité ministérielle sans précédent dans cet important domaine.

Ministères et organismes, tout comme la Commission d'allieurs, ont en effet procédé au cours de 1978 à un réexamen de leur situation à cet égard, s'interrogeant sur la qualité linguistique des services qu'ils offrent à la population et à leurs propres employés, sur l'utilisation du français et de l'anglais comme langues de travail et sur la place qu'occupent au sein de leur effectif les deux groupes de langues officielles. Ces analyses ont débouché sur des plans d'action dont la réalisation est déjà amorcée.

La délégation aux ministères et organismes des pouvoirs et responsabilités en matière de langues officielles a sensiblement modifié le rôle de la Commission à cet égard. Elle doit toujours répondre devant le Parlement de l'application des articles de la Loi sur l'emploi dans la Fonction publique traitant de la nomination de fonctionnaires linguistiquement compétents, en particulier dans les postes bilingues. Mais son action, en ce qui a trait à l'application de la politique des langues officielles, consiste dans la définition des orientations générales et des principes fondamentaux. Elle fournit en outre aux ministères l'aide technique et spécialisée dont ils ont besoin pour exercer leurs nouvelles responsabilités et rend compte périodiquement aux intéressés des réalisations et des progrès accomplis.

Concrètement, la Commission concentre son action dans les domaines suivants :

- la compétence linguistique exigée pour les postes bilingues et de leurs titulaires ;
- les services de formation linguistique ;
- le bilinguisme en tant que critère impératif de nominations à certains postes ;
- la participation des Francophones.

Les critiques qu'avait amenées les modalités de mise en œuvre de la politique linguistique au sein de la Fonction publique faisaient état de la trop grande

gramme avait permis de recruter 142 candidats inuit, indiens et Métis. De ce nombre, 38 avaient obtenu, à la suite d'un concours, un poste de gestionnaire dans le Grand Nord, 24 avaient été mutés dans des postes fédéraux d'un niveau égal ou équivalant à celui qu'avaient les candidats à leur entrée dans le programme, 24 avaient renoncé et 56 sont en cours de formation. Une grande partie de ceux qui ont « renoncé » ont refusé à se procurer à l'extérieur de la Fonction publique nordique un nouvel emploi, supérieur à celui qu'ils avaient auparavant.

Fin 1978, le Conseil du Trésor a fait connaître les politiques gouvernementales visant à augmenter la participation des Indiens, des Métis, des Indiens non inscrits et des Inuit dans tous les groupes professionnels et à tous les niveaux de la Fonction publique. En vertu de ces politiques, la Commission doit aider les ministères à identifier et à doter les postes qui pourraient être idéalement occupés par des gens ayant une connaissance authentique des collectivités et des coutumes autochtones. Elle doit en outre aider les ministères à concevoir des programmes de formation et veiller à la présence d'Autochtones au sein des jurys de sélection lorsqu'il s'agit de postes présentant un intérêt ou une importance particulière pour ces populations.

Le Bureau de recrutement des Autochtones dispose de toutes les données sur les demandes d'emploi, les présentations et les nominations intervenues au cours de la période allant du 1^{er} avril au 30 septembre 1978. Cette période a vu 79 nominations dont 57 (72,1 %) dans la catégorie Administration et service extérieur. Cette prépondérance se retrouve dans les chiffres des demandes d'emploi, des présentations et des rétro-ajustements. Au 30 septembre 1978, 156 Autochtones figuraient dans les dossiers des bureaux pour l'emploi des Autochtones.

L'un des objectifs majeurs poursuivis dans ce domaine est l'amélioration de la participation des Autochtones à tous les niveaux de la Fonction publique. La majorité d'entre eux sont actuellement concentrés dans quelques ministères et, le plus souvent, aux niveaux les plus bas. La Commission va s'appliquer tout particulièrement à favoriser leur participation parmi les cadres intermédiaires et supérieurs et dans les emplois où le fait d'être de filiation autochtone serait un acquis important pour l'élaboration et la mise en œuvre des programmes destinés aux collectivités du Grand Nord.

■ Le Programme d'emploi des Noirs Le Programme d'emploi des Noirs dans la région de l'Atlantique informe en permanence les collectivités intéressées de Nouvelles-Écosse des vacances et des possibilités d'emploi dans la Fonction publique. En 1978, ce programme a facilité l'embauche de 55 Noirs : deux dans la catégorie Scientifiques et spécialistes, un dans la catégorie Administration et service extérieur, huit dans celle du Soutien administratif et 44 à l'Exploitation. Depuis sa mise en œuvre en 1973, le programme a permis à 228 Noirs d'entrer dans la Fonction publique. Ces nominations sont allées en augmentant dans la catégorie Scientifiques et spécialistes, mais ont diminué dans les catégories Administration et service extérieur et Techniciens. Le recrutement dans la catégorie Soutien administratif marque un léger déclin alors que celui de l'Exploitation enregistre une modeste augmentation (voir le tableau 9).

■ L'emploi des handicapés physiques et mentaux La Commission a formé en 1978 un comité interne chargé de concevoir des politiques et des lignes de conduite qui favoriseraient l'élimination de tout ce qui réduit les possibilités d'accès des handicapés à la Fonction publique fédérale. Le comité est en train de mettre sur pied

des programmes de formation destinés aux agents de dotation et aux gestionnaires fonctionnels, et qui porteront sur la façon de traiter ces aspirants fonctionnaires qui s'adressent aux bureaux régionaux de la Commission et aux divers programmes de dotation. Également, le comité veillera à établir un système de cueillette et d'analyse des données en ce domaine.

La Commission travaille à cet égard en étroite collaboration avec une équipe de Secrétariat du Conseil du Trésor et le Comité consultatif des handicapés afin de développer parmi les gestionnaires une attitude plus positive à l'endroit des demandeurs d'emploi handicapés et de surmonter les obstacles artificiels qui gênent leur embauche. En 1978, 143

la Région de la capitale nationale au sein de la catégorie Soutien administratif.

Tableau 9
Nombre de Noirs recrutés par la Fonction publique dans la région Halifax-Dartmouth, selon la catégorie professionnelle, 1974 à 1978

Catégorie professionnelle	1974	1975	1976	1977	1978	Total
Haute direction	0	0	0	0	0	0
Scientifiques et spécialistes	0	0	0	4	1	19
Techniciens	2	1	0	0	0	3
Soutien administratif	3	10	8	12	8	41
Exploitation	4	37	38	40	44	163
Total	12	55	50	56	55	228

Le même Office a participé à des activités mises en œuvre par la Commission pour encourager les gestionnaires à élaborer les « régions de concours » afin de permettre une application plus transparente de la règle du mérite. Des bulletins ont été élaborés qui recommandaient qu'un plus grand nombre de femmes participent aux jurys de sélection et que l'on prenne davantage en considération l'expérience acquise à titre bénévole par les candidates.

L'activité de l'Office de la promotion de la femme ainsi qu'une analyse de la situation de la femme au sein de la Fonction publique fédérale ont déjà constitué la matière du chapitre 4 du présent rapport.

■ L'emploi des Autochtones

La Commission, utilisant pour ce faire son Bureau de recrutement des Autochtones, s'efforce de favoriser les perspectives d'emploi de ces derniers dans les ministères et organismes fédéraux dans tout le Canada, en particulier (mais non exclusivement) au sein des programmes spécialement destinés aux populations autochtones. Les coordonnateurs régionaux exercent dans les bureaux de la Commission à Moncton, Montréal, Toronto, Winnipeg, Saskatoon, Vancouver et Yellowknife. En fin 1978, la Commission a officiellement ouvert son bureau du Yukon à Whitehorse. Un coordonnateur y sera bientôt nommé qui dirigera les activités relatives à l'embauche d'Autochtones de cette région.

Pour aider les Autochtones à entrer dans la Fonction publique, le Bureau les conseille sur la façon de compléter les demandes d'emploi, la préparation aux entrevues et enfin la signification et la portée des règlements et de la Loi.

Lancé en 1974, le Programme Carrières Grand Nord a pour but de favoriser, en alliant formation et affectations, la représentation dans la Fonction publique des Autochtones vivant au nord du 60°

parallèle. Les participants au programme y entrent à titre d'employés conditionnels de la Commission et reçoivent alors une formation de base ou des affectations de formation en cours d'emploi pouvant durer jusqu'à deux ans.

Patronné par le ministère des Affaires indiennes et du Nord canadien, le programme est mis en œuvre par la Commission pour le compte des quatorze ministères fédéraux ayant des activités dans les Territoires du Nord-Ouest et le Yukon. Au 31 décembre 1978, ce pro-

satisfaisante que 273 contre 354 l'année précédente.

Les emplois d'axe axés sur la carrière offrent aux étudiants du niveau postsecondaire des possibilités de compléter et d'utiliser leurs connaissances théoriques. Les demandes reçues par le Programme d'emplois d'axe axés sur la carrière ont été de 26 001 en 1978, contre 21 052 en 1977. Toutefois, seulement 1 875 étudiants se sont vu offrir un emploi contre 1 998 en 1977. La Commission a continué à participer très activement aux programmes communs d'enseignement et de bourses de stagiaires qui établissent un lien entre la Fonction publique, les établissements d'enseignement, les étudiants et le monde du travail. La Fonction publique a offert un peu partout au Canada 646 affectations de ce type en 1978, contre 594 en 1977.

Les programmes d'égalisation des chances

En dépit des effets des mesures d'austérité, la Commission a poursuivi ses efforts en vue d'améliorer l'égalité d'accès à la Fonction publique pour l'ensemble des groupes composant notre société. Les paragraphes ci-après visent essentiellement à fournir au lecteur des indications sur les activités de la Commission dans ce domaine.

■ L'égalité des chances pour les femmes

L'Office de la promotion de la femme (O.P.F.) a pour fonction de s'assurer que les femmes peuvent, au même titre que les hommes, avoir accès aux différents postes de la Fonction publique, et cela afin que leur représentation soit plus équitable dans toutes les catégories d'emploi. L'Office tient à jour et diffuse des données statistiques, de même qu'il fournit conseils et assistance à la Commission dans l'identification et l'élimination des barrières qui s'opposent à leur embauche ou à leur avancement dans la Fonction publique.

En 1978, l'Office a considérablement développé ses activités de formation et d'information. Les coordonnatrices ministérielles du programme et les autres employées concernées des ministères ont bénéficié de trois cours de base et de sept ateliers de travail portant sur tous les aspects de la dotation au sein de la Fonction publique. Le nombre de demandes de renseignement traitées par le Centre de ressources de l'Office a pratiquement triplé en 1978 par rapport à 1977.

Le nombre de nominations impliquant un changement de résidence est passé à 10 371 en 1978, soit une augmentation de 4,7% par rapport à 1977.

Le pourcentage des nominations exigeant un départ de la région est passé de 10,9% en 1977 à 11,8% en 1978. Les mouvements en sens inverse n'ont été que de 6,6% en 1977, contre 7,7% en 1978.

Le nombre de nominations impliquant un changement de groupe ou de sous-groupe professionnel a diminué de 14 594 en 1977 à 13 649 en 1978. Environ 56% de ces nominations correspondaient à des relations latérales.

Le nombre de cessations d'emploi a augmenté de 4 109 (12,6%) passant de 503 en 1977 à 561 en 1978. Environ 6% de cette augmentation est due à des mises en disponibilité déjà signalées. Les autres 94% correspondent à des mouvements en nombre d'emplois pour une période déterminée arrivant à expiration en 1978 et qui, de 4 242 en 1977, sont passés à 8 115 en 1978, une augmentation de 91%. Cette augmentation a essentiellement concerné les catégories Soutien administratif et Exploitation.

Le nombre de nominations impliquant un changement de région a diminué de 37% dans une région différente. Les promotions entraînantes ont été de 6,6%, ce pourcentage est passé de 7% en 1978. Le pourcentage des nominations exigeant un départ de la région est passé de 10,9% en 1977 à 11,8% en 1978. Les mouvements en sens inverse n'ont été que de 6,6% en 1977, contre 7,7% en 1978.

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Le nombre de nominations impliquant un changement de groupe ou de sous-groupe professionnel a diminué de 14 594 en 1977 à 13 649 en 1978. Environ 56% de ces nominations correspondaient à des relations latérales.

Le nombre de cessations d'emploi a augmenté de 4 109 (12,6%) passant de 503 en 1977 à 561 en 1978. Environ 6% de cette augmentation est due à des mises en disponibilité déjà signalées. Les autres 94% correspondent à des mouvements en nombre d'emplois pour une période déterminée arrivant à expiration en 1978 et qui, de 4 242 en 1977, sont passés à 8 115 en 1978, une augmentation de 91%. Cette augmentation a essentiellement concerné les catégories Soutien administratif et Exploitation.

Le nombre de nominations impliquant un changement de résidence est passé à 10 371 en 1978, soit une augmentation de 4,7% par rapport à 1977. Le pourcentage des nominations exigeant un départ de la région est passé de 10,9% en 1977 à 11,8% en 1978. Les mouvements en sens inverse n'ont été que de 6,6% en 1977, contre 7,7% en 1978.

en application intégrale du système. Fait plus important encore pour la Commission, la diffusion des avis de concours et d'appel sera beaucoup plus rapide, s'effectuera en temps voulu et sera mieux contrôlée. Le système automatisé d'information devrait être pleinement opérationnel vers la fin du premier semestre de 1979.

L'amélioration de la gestion du système de dotation

Le succès des efforts que la Commission effectue sans discontinuer pour améliorer la gestion du système de dotation dépend dans une large mesure des renseignements recueillis lors des vérifications relatives aux délégations de pouvoirs de dotation consenties aux ministères. L'année 1978 a vu des améliorations en la matière dans trois domaines.

Le Programme d'accréditation des agents de dotation

Les délégations effectuées en vertu de délégations de pouvoirs couvrant plus de 90% de l'ensemble des nominations dans la Fonction publique, la Commission s'est montée continuellement sous clause de s'assurer des capacités et des connaissances spéciales indispensables aux agents ministériels qui exercent cette délégation d'autorité ou conseillent et aident les gestionnaires qui en bénéficient.

Elle a donc institué en 1978, à l'intention des nouveaux agents de dotation, un programme de perfectionnement d'une année complète qui couronne les efforts qu'elle avait entrepris dans ce domaine depuis 1975. Ce programme comporte cinq étapes : une introduction pratique à la dotation sous l'égide d'un agent de dotation chevronné appartenant au ministère (durée : quatre à six mois) ; un cours de base de dotation de trois semaines ; une affectation obligatoire de perfectionnement pratique de six mois ; une évaluation de l'acquisition des connaissances et des méthodes de travail ; l'accréditation par la Commission de l'agent de dotation désormais autorisé à exercer les pouvoirs voulus en la matière.

La Commission a identifié tous les postes dont il faut accréditer les titulaires et a accordé à tous ceux qui, du fait de leur expérience, répondaient déjà à tous les critères de sélection voulus. Cela a constitué la phase initiale du programme d'accréditation dont la mise en œuvre se poursuivra jusqu'à ce qu'il soit pleinement opérationnel.

■ Les nominations sans concours La Commission estime qu'il n'est pas toujours dans l'intérêt de la Fonction publique que toutes les nominations soient soumises à concours. Elle a, par contre, eu de nombreuses occasions, lors de ses révisions de la dotation ministérielle, de craindre que ce genre de nominations ne soit employé à mauvais escient. Aussi, elle a pris depuis deux ans toute une série de mesures visant à assurer qu'on n'y a recours que dans les seuls cas où la tenue d'un concours ne serait pas appropriée.

En particulier, l'article 7 des *Règlements sur l'emploi dans la Fonction publique* a été réformé afin de déterminer plus clairement les cas où peuvent intervenir les nominations sans concours. La Commission a établi le Régime des nominations prioritaires afin de garantir l'examen du dossier de tous les employés déclarés excédentaires. Elle s'est réservée le droit d'approuver ou non tous les programmes de formation en cours d'emploi en vue de la dotation de postes plus élevés que la classification du titulaire pour une durée supérieure à un an ou par un employé dont la classification est inférieure de plus d'un échelon à celle du poste en question. De la sorte, la Commission peut garder la haute main sur ces nominations. En outre, compte tenu de certains éléments mis en lumière en 1978 par une décision de la Cour fédérale, la Commission décidera dorénavant dans chaque cas si des mutations ou des reclassifications sans concours ont lésé les chances d'avancement de certains employés et si, en conséquence, il y a lieu d'accorder des droits d'appel. Ce contrôle systématique de toutes les nominations sans concours devrait en limiter le nombre.

Un certain nombre de catégories de nominations sans concours ont connu en 1977 à 22% en 1978. Les nominations à titre intermédiaire ont connu une augmentation importante (38,4%), passant de 3 500 en 1977 à 4 844 en 1978. Peu de changements par contre dans les autres catégories de ces mêmes nominations. Environ 1 700 d'entre elles impliquaient une modification de la période d'emploi, contre 1 600 en 1977. Le nombre des rétrogradations

Autres statistiques marquant

■ Le nombre de nominations pour une période indéterminée a diminué de 7,6% tombant de 89 289 en 1977 à 82 501 en 1978.

■ Le nombre de nominations interministérielles a augmenté de 3,6%, passant de 5 853 en 1977 à 6 062 en 1978. Elle ont représenté environ 5,3% de l'ensemble des nominations dans la Fonction publique.

■ Les agences de personnel Le gouvernement s'inquiétait depuis quelques années de l'usage qui est fait du personnel d'agences d'emploi par la Fonction publique. Les instructions du Conseil du Trésor relatives à l'emploi de ce personnel ont été mises en œuvre en 1978. Le ministère des Approvisionnements et Services ayant seul l'autorisation de signer les contrats de recrutement du personnel temporaire de bureau dont aurait besoin les ministères et organismes fédéraux de la Région de la capitale nationale à compter du 1^{er} avril 1978. Le Conseil a en outre défini les règles et instructions s'appliquant à ce système.

■ Les agences de personnel En vertu de ces instructions, les ministères ne peuvent recourir aux agences d'emploi pour des travaux devant durer plus de huit semaines. Même dans le cas des emplois d'une durée inférieure, le bureau régional de la Commission doit la R.C.N. a continué d'accepter les commandes de tous les ministères, leur fournissant ainsi une seconde source d'approvisionnement pour ces emplois. Un projet-pilote de dotation à court terme a été annulé à la suite de mesures administratives ministérielles.

Depuis la mise en œuvre du projet-pilote de dotation à court terme, 16% des commandes ont été satisfaites, dont 90% dans les 24 heures ayant suivi la commande. Par ailleurs, quelques 16% des commandes ont été annulées à la suite de mesures administratives ministérielles.

déjà consignés. Les résultats ont permis d'améliorer sensiblement la banque de données du système. L'emploi simultané des affiches et des répertoires ministériels avec le Permantré peut encore être autorisés, par exemple si l'on veut élargir un champ de recherche de candidats qui semble insuffisant, ou si l'on veut inclure parmi ces derniers des fonctionnaires non inscrits au Permantré mais qui, de par leur statut, ont manifesté le désir d'accéder à certains types de postes de cadres supérieurs.

La Commission a également créé le service Permantré, le chargé de l'établissement de l'application des méthodes et de voir à l'application des méthodes et de procédures et de conseiller les personnes admissibles ainsi que les usagers du système.

■ Le système automatisé d'avis de concours
L'utilisation du Permantré étant devenue obligatoire pour la dotation des postes de cadres supérieurs, l'emploi des affiches est généralement réservé aux avis de concours intéressant tous les autres postes.

Depuis déjà deux ans, la Commission s'est attachée à l'amélioration de l'efficacité de ces avis, à redéfinir leur format et à mis au point une méthode intégrée pour leur production et leur diffusion. A cette fin, elle a adopté, en 1977, l'affichage monopage, cette première phase du système automatisé lui ayant permis de réduire les coûts d'information de \$1,5 million par an tout en améliorant la clarté et la concision des renseignements fournis aux employés.

La seconde phase du système automatisé d'avis de concours—amélioration de la préparation et production des avis—démarré en 1978. La Commission met actuellement sur pied dans tout le Canada des centres d'impression et de diffusion reliés par un réseau de télécommunications permettant la transmission instantanée des avis à partir de n'importe lequel de ces points vers un centre installé dans la Région de la capitale nationale. Le central s'est doté d'une équipe de traducteurs qui assure quotidiennement le regroupement des avis : ce mode de faire réduit les coûts et accélère la diffusion des avis.

La mise en œuvre de cette phase a commencé dans les provinces de l'ouest en octobre 1978 et il semble que l'on réalisera ainsi une nouvelle économie substantielle dès la première année de mise

■ La dotation des cadres supérieurs
La Commission a mené à bien la première phase de la stratégie qu'elle a conçue pour améliorer les méthodes d'identification et de sélection des cadres supérieurs dans la Fonction publique lorsque, en 1978, elle a formé la Direction des cadres supérieurs. Cette dernière devra permettre à la Commission de répondre plus efficacement aux demandes de cadres supérieurs efficaces et qualifiés dont a de plus en plus besoin la Fonction publique.

Cette direction est responsable des dotations de cadres supérieurs d'un niveau inférieur aux SX-1, y compris les PM-6, PM-7, et la plupart des autres fonctionnaires d'un niveau équivalent. Outre ses activités de dotation proprement dites, la nouvelle direction s'occupe essentiellement des programmes de perfectionnement, de la planification des ressources humaines, du conseil en matière de carrières et de la formulation des politiques en ce qu'elles peuvent avoir une influence sur le groupe des cadres supérieurs. En 1978, elle s'est attachée en particulier à la mise au point du concept dotation des cadres supérieurs et des lignes directrices connexes en matière de sélection, mettant plus nettement l'accent sur la compétence qu'il faut exiger des cadres supérieurs dans les divers domaines de la gestion.

■ Le Permantré
La création de la Direction des cadres supérieurs s'est accompagnée d'une modification du système Permantré. Nombre de gens croyaient que ce répertoire informatisé était fréquemment utilisé dans le passé aux fins d'établir la liste des candidats qui seraient invités aux entrevues de sélection. En vérité, on n'y avait recours que rarement (dans 7 ou 8 % des cas), sauf lorsqu'il s'agissait de vacances aux échelons supérieurs. Il fut donc décidé de réserver l'utilisation du Permantré aux seules opérations de dotation intéressant les cadres supérieurs de gestion. L'effectif du système est ainsi passé de 110 000 environ à 24 000 inscrits et la mise à jour des arrêtées.

Afin d'assurer au Permantré toute l'efficacité désirable, la Commission a diffusé à partir d'avril 1978 des documents d'information sur les groupes professionnels et niveaux d'emploi admissibles et encouragé tous les intéressés—qui négligeaient en trop grand nombre de le faire—à mettre à jour leurs dossiers ou à confirmer la validité des renseignements

■ Les possibilités de promotion
En 1978 avaient en vue leur avancement les possibilités de promotion. Les possibilités de promotion en tant que gestionnaires et mieux choisir la stratégie leur permettant de se perfectionner à cet égard.

■ Les services de conseil
Les employés ayant fait appel au Service d'orientation professionnelle de la Commission ont subi aux déficiences du programme Cours et de perfectionnement (Cap) une série de tests et d'exercices de simulation. Chaque « capien » a ensuite à fond les résultats de ces tests avec des cadres supérieurs et des agents de la Commission spécialement nommés dans ce but. Les bénéficiaires du programme peuvent ainsi prendre conscience de leurs points forts et de leurs faiblesses en tant que gestionnaires et mieux choisir la stratégie leur permettant de se perfectionner à cet égard.

■ La stratégie de la Commission en matière de dotation
La Commission de la Fonction publique a fait connaître dans son rapport de 1977 sa vision de la dotation et de son rôle. Malgré les contraintes de la stratégie de dotation et de son rôle, la Commission a pu mettre en œuvre dès 1978 trois des éléments de sa stratégie en matière de dotation.

L'un des effets principaux des mesures gouvernementales d'austérité a été l'augmentation du nombre de mises en disponibilité ou de postes déclarés excédentaires. Le nombre des employés ainsi touchés et inscrits sur des listes de priorité a augmenté de 148% (3 424 en 1978 contre 1 380 en 1977). A la fin de l'année, le nombre des « prioritaires actifs » avait été au cours de l'année, soit 25,6% de la population active prioritaire de cette même période (voir le tableau 8).

Le nombre des nominations pour une période déterminée a également augmenté en 1978, ce qui reflétait sans doute, de la part des gestionnaires, le désir d'une plus grande souplesse d'action en matière de déploiement de leurs ressources humaines. Le nombre des nominations de cette nature pour une période supérieure à six mois, de l'extérieur vers la Fonction publique ou au sein même de celle-ci, est passé de 40 397 en 1977 à 46 025 en 1978, soit une augmentation de 13,9%. D'autre part, les reconductions de nominations pour une période déterminée sont passées de 23 424 à 27 305, s'accroissant de 16,6%.

Si le virage ainsi pris en 1978 se poursuit dans l'avenir, ses effets seront sans doute très importants et sur les politiques et sur les méthodes de la Commission en matière de dotation. Le ralentissement des activités de recrutement et

Tableau 8

Nombre de personnes ayant priorité de dotation par ordre de priorités; règlements intervenus au cours de l'année et priorités au 31 décembre 1977 et au 31 décembre 1978

	1977		1978	
	Règlements intervenus au 31 décembre	Priorités au 31 décembre	Règlements intervenus au 31 décembre	Priorités au 31 décembre
Ordre de priorités	Nouvelle Porte de nomination priorité	Actives	Inactives ^a	Nouvelle Porte de nomination priorité
Congés : retour/remplacement	41	11	31	6
Membres du cabinet	3	4	2	0
Employés mis en disponibilité ^b	141	—	351	—
Employés excédentaires ^b	246	—	244	—
Echecs de nominations conditionnelles ^c	52	0	84	0
Total	483	332	712	87

^aPersonnes habilitées, mais n'exerçant pas leur droit de priorité.

^bLes données de 1977 regroupaient les employés mis en disponibilité et excédentaires : 317 « pertes de priorité » et 81 « priorités inactives ».

^cLes nominations conditionnelles à des postes blingues ont été suspendues le 31 octobre 1977; cependant 63 nominations conditionnelles n'ont été officialisées qu'en 1978.

Note : Environ 860 des 1 240 mises en disponibilité du ministère des Affaires des anciens combattants ont choisi de ne pas exercer leur droit de priorité; ils ne sont donc pas comptés dans ce tableau.

de promotion se dépercutera vraisemblablement sur les programmes d'égalisation des chances. De leur côté, l'augmentation des mises en disponibilité et la diminution générale de la mobilité professionnelle pourraient pousser les employés à contester plus souvent les résultats des concours.

Le Régime de nominations prioritaires

Conformément aux dispositions de la Loi sur l'emploi dans la Fonction publique, et compte tenu, en partie, des conséquences de l'austérité, la Commission de la Fonction publique a mis en place en novembre 1978 un Régime de nominations prioritaires destiné à fournir aux employés inscrits sur les listes de priorité toutes les possibilités de se recaser dans la Fonction publique fédérale. En vertu de ce régime, un ministère ne peut exercer la délégation de pouvoirs en matière de dotation qu'après avoir informé la Commission de son intention de combler une vacance, et que la Commission ait acquis la conviction que le ministère a bien tenu compte des qualités et compétences de tous les employés prioritaires avant de prendre sa décision.

Le fonctionnement pratique du régime est le suivant : chaque fois qu'un ministère a l'intention de doter un poste, il en informe d'abord la Commission qui passe en revue son « répertoire de prioritaires ». Si cette recherche s'avère infructueuse, la dotation s'effectue selon

les règles habituelles. Si, par contre, il existe des « prioritaires » apparemment qualifiés, la Commission les dirige immédiatement vers l'agent ministériel de dotation concerné qui examine ces candidatures. Tout candidat se révélant qualifié fait alors l'objet d'une nomination immédiate.

Tous les avis de concours et d'appel au concours, imprimé, un numéro de nomination prioritaire, afin que tous les intéressés soient parfaitement informés des exigences du régime.

En outre, la Commission analyse méthodiquement les formulaires de dotation, les dossiers de paye afin de s'assurer que l'autorisation de doter délivrée pour toute opération de dotation précise répondait aux normes voulues, qu'il s'agisse du poste, du mode de sélection, de la classification ou du moment où a été délivrée cette autorisation.

Le service de mutations interministérielles

Mis en place en 1977 pour venir en aide aux fonctionnaires désirant un transfert de service de la Commission à vu d'oeil, en 1978 le nombre des demandes qu'il a reçues et celui des requêtes qu'il a satisfaites, ces dernières passant de 463 en 1977 à 1 040 en 1978. La moitié de ces opérations concernaient les catégories Soutien administratif et Exploitation, les catégories Scientifiques et spécialistes. Techniciens, et enfin, Administration, les catégories Scientifiques et spécialistes.

La dotation en 1978

La Commission a entrepris en 1978 de mettre en œuvre l'essentiel de la nouvelle stratégie qu'elle avait définie en 1977, tout en poursuivant et en poussant plus avant les efforts qu'elle avait entrepris au cours des années précédentes pour augmenter l'efficacité de la dotation. Cette action s'est exercée dans un climat d'austérité et de contraintes budgétaires qui sont devenues de plus en plus sévères tout au long de l'année. Les restrictions budgétaires ont entraîné, au cours de l'automne 1978, l'identification de 5 000 postes excédentaires et l'élimination d'un ministère, mesures qui se sont repercutées sur l'ensemble des activités de la Commission.

Les statistiques de fin d'année traduisent les incidences de ces mesures d'austérité sur les effectifs de la Fonction publique qui ont diminué pour la première fois depuis 1970. Le nombre des employés fédéraux, qui était de 282 788 en 1977 (comprend les 428 agents du Bureau du Vérificateur général, qui est tombé à 279 207 en 1978, soit une diminution de 1,3% (3 581). Cette réduction se reflète dans toutes les catégories professionnelles à l'exception des employés à temps partiel dont le nombre a augmenté de 643 (7,9%) par rapport à 1977.

Le nombre des mutations a par contre augmenté de 10,9%, passant de 44 717 en 1977 à 49 577 en 1978. Mis en place en 1977 pour venir en aide aux employés de toute catégorie désireux d'un changement, le service de mutations interministérielles de la Commission a réalisé 1 040 opérations de cette nature en 1978 contre 463 en 1977.

La diminution des promotions a été d'environ 11% en 1978, ce qui n'est pas négligeable.

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Tableau 7

Evolution des effectifs selon la catégorie professionnelle, 1977 à 1978

Catégorie professionnelle	1977	1978	N.	%	Evolution en + ou en -
Haute direction ^a	1 324 ^b	1 356	+50	+3,8	
Scientifiques et spécialistes	24 252	23 220	-1 032	-4,3	
Administration et service extérieur	51 257	51 772	+515	+1,0	
Techniciens	26 800	26 684	-116	-0,4	
Soutien administratif	72 586	71 961	-625	-0,9	
Exploitation	106 046	104 102	-1 944	-1,8	
Total ^c	282 788	279 207	-3 581	-1,3	

^a Comprend 101 employés en 1977 et 110 en 1978 qui étaient en congé ou nommés à titre provisoire. Ils ne sont cependant pas comptés dans le total.

^b En 1977 les données tiennent compte du Bureau du Vérificateur général ou il existait 18 SX.

^c Comprend 624 employés en 1977 et 222 en 1978 de la Commission des relations de travail de la Fonction publique et d'autres employés dont le poste n'a pas encore été classé dans l'une ou l'autre des catégories professionnelles.

Source : Commission de la Fonction publique (catégorie Haute direction) et ministère des Approvisionnement et Services (autres catégories)

Les programmes internationaux

Ouvrant en commun, la Commission de la Fonction publique et le ministère des Affaires extérieures ont mis au point en 1978 de nouveaux mécanismes permettant de coordonner les affectations de fonctionnaires canadiens auprès d'organismes internationaux tels que les Nations unies, l'Organisation du traité de l'Atlantique nord et le Secrétariat du Commonwealth. La Commission y assume la responsabilité de la détermination et de la sélection des candidats. Cette responsabilité a été impartie à la Division Echanges Canada et programmes internationaux, les fonctionnaires participants ayant ainsi la garantie de la continuité de leurs services et de la protection de leurs intérêts professionnels en vertu des accords d'échanges.

Outre le fait qu'elles permettent aux organismes internationaux de satisfaire à leurs besoins en ressources humaines, ces nouvelles dispositions ouvrent aux fonctionnaires fédéraux de meilleures possibilités de perfectionnement dans les milieux internationaux; de plus, à leur retour, la Fonction publique pourra les affecter à des postes où leurs connaissances et leur expérience nouvelles seront utilisées au mieux. Les mêmes observations s'appliquent au programme d'échanges à l'intérieur du Canada. Le succès de ce programme dépend essentiellement d'une planification soignée des carrières. La Commission s'est tout particulièrement efforcée de fournir une assistance accrue aux ministères afin de bien situer ces affectations dans le contexte d'un plan de carrière optimal pour leurs cadres les plus prometteurs.

«prêter».

lisme «hôte» remboursant l'organisme (salarié et avantages sociaux), l'organisme «hôte» rembourse l'organisme

es participants à Echanges Canada entrant ainsi provisoirement dans le milieu administratif fédéral apprennent à mieux connaître ses mécanismes... et ses contraintes. De la même manière, les fonctionnaires fédéraux mis en contact avec les réalités d'autres secteurs comprennent mieux les besoins et aspirations des régions, ce qui leur permet ensuite de contribuer plus efficacement à la formulation des politiques gouvernementales et aux processus généraux de prises de décisions. Outre l'amélioration de la compréhension et l'établissement de relations confiantes entre les différents secteurs de notre société, les affectations Echanges Canada peuvent offrir des chances importantes d'avancement professionnel sans entraver la continuité des carrières ou léser en quoi que ce soit les intéressés.

En 1978, 59 fonctionnaires fédéraux ont bénéficié d'une première affectation dans le cadre de ce programme, 39 personnes émanant d'autres secteurs ont joint les rangs de ministères ou organismes fédéraux (dont 14 chez le Vérificateur général), ce qui amène le total de mouvements à 202 «fédéraux» et 103 «extérieurs» (dont 103 chez le Vérificateur général) depuis la mise en œuvre d'Echanges Canada.

Conçu à l'origine comme un moyen de perfectionnement des cadres supérieurs, Echanges Canada a connu un tel succès qu'on a décidé d'en étendre l'application aux cadres intermédiaires et aux groupes de spécialistes. Conscient des effets bénéfiques potentiels du programme, le Cabinet invitait, en 1978, la Commission à en étendre la portée de façon à s'adresser à une gamme plus complète des composantes de la société canadienne.

efficacité potentielle d'Echanges Canada en tant qu'outil d'avancement professionnel fait actuellement l'objet d'un examen poussé, en même temps qu'a été entreprise une étude des moyens permettant de mieux faire connaître le programme au sein de l'appareil fédéral et hors de celui-ci.

La dotation des cadres supérieurs
La catégorie Haute direction a enregistré 205 entrées en 1978 : 178 en provenance de la Fonction publique et 27 de l'extérieur, ces dernières représentant 13,2 % du total des nominations contre 14,9 % en 1977.

L'effectif de la haute direction a augmenté de 3,8 % en 1978 et atteint 1 356 membres à la fin de l'année (exclusion faite des cadres de haute direction du Bureau du Vérificateur général dont les nominations ne dépendent plus de la Commission de la Fonction publique). La catégorie Haute direction représente 0,5 % de l'ensemble des effectifs de la Fonction publique.

Les nominations correspondant à une entrée dans la catégorie Haute direction ont diminué d'une façon marginale : 523 en 1978 contre 590 en 1977 (voir le graphique 4).
Le séminaire d'orientation des cadres supérieurs, qui s'est tenu trois fois dans l'année, a bénéficié à 46 participants. C'était sa septième année d'existence.

La direction a adopté le concept « porte-feuille » pour servir la collectivité « haute direction », ce qui comporte la définition de groupes ou de familles de dirigeants, et la fourniture de services personnalisés à ces groupes par des équipes multidis-

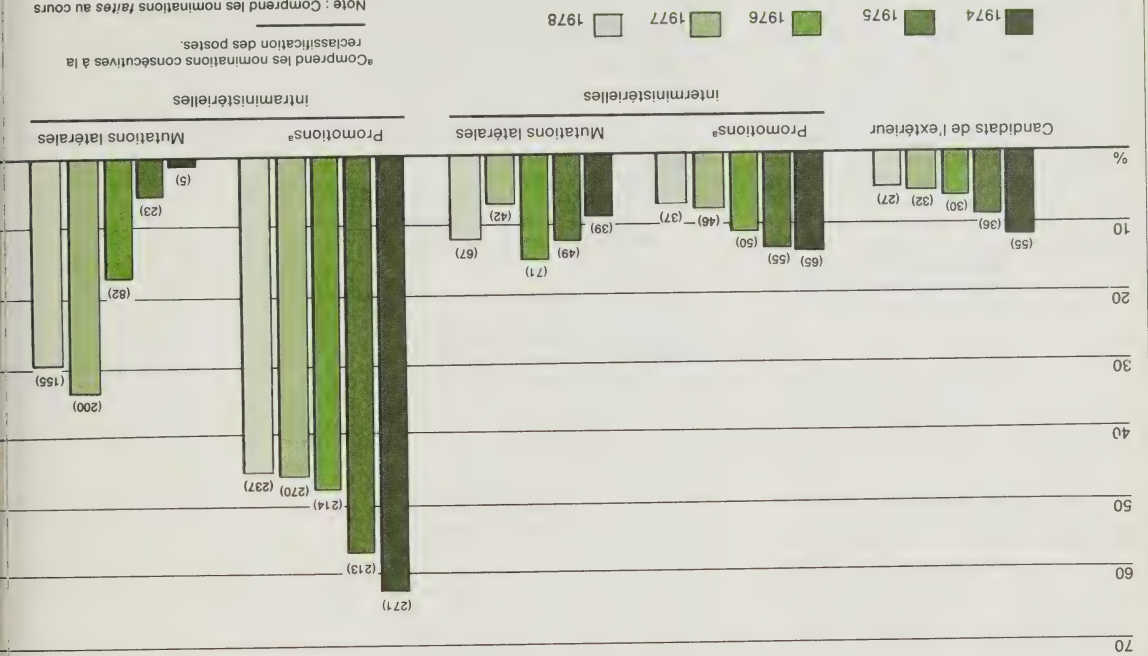
ciplinaires ayant une connaissance poussée de chaque famille cliente. Les agents de dotation des cadres supérieurs et de planification des ressources humaines ont renforcé leurs liens avec les agents ministériels de haut niveau afin de mieux prévoir les besoins éventuels et de faciliter les consultations sur le plan gestion et utilisation des ressources en cadres supérieurs.

Echanges Canada

Ce service a été institué en 1971 pour favoriser l'échange temporaire de gestionnaires et de spécialistes entre les ministères et organismes fédéraux et les autres secteurs de l'économie. Les affec-

Nominations intéressant la Haute direction de candidats de l'extérieur et de l'intérieur de la Fonction publique, 1974 à 1978

Graphique 4



Les programmes de la haute direction

Se conformant aux intentions qu'elle avait exprimées quant à l'amélioration de la qualité de la gestion dans la Fonction publique, la Commission a établi en 1978 la Direction générale des programmes de la haute direction dont le mandat est totalement distinct de celui de la Direction générale de la dotation. Cette décision de grouper ces programmes sous une nouvelle direction générale, directement responsable devant les commissaires, illustre le désir de la Commission de les mettre en lumière et de promouvoir toutes les améliorations possibles en ce qui concerne la gestion de la catégorie Haute direction.

Cette Direction générale s'occupe de la catégorie Haute direction et des autres cadres supérieurs du groupe Économie, sociologie et statistique, du groupe Vérification et du groupe Service extérieur. Elle comporte quatre divisions administratives : Dotation en personnel des cadres de la haute direction; Planification des ressources humaines; Politique et systèmes; Échanges Canada et programmes internationaux.

Au cours de l'année 1978, ses priorités essentielles ont été les suivantes : améliorer la dotation des postes de cadres supérieurs; rassembler de renseignements plus fiables sur les compétences spéciales et le rendement de ces cadres; accroissement des possibilités d'analyse et de planification des ressources humaines de ce niveau, de planification des carrières individuelles et de conseil; développement des services de placement ainsi que d'affectation auprès d'organismes internationaux.

La planification des ressources

humaines de haute direction

La Commission a entrepris au cours de l'année un réexamen en profondeur de ses politiques de planification et d'analyse des carrières, de recrutement externe, de sélection et d'évaluation des membres de la haute direction et des cadres supérieurs de gestion; elle s'est en outre penchée sur la mise au point de méthodes permettant une meilleure utilisation des appréciations de rendement lors des opérations de sélection et pour l'avancement professionnel.

La Division de la planification des ressources humaines de cette Direction

générale s'est vu confier la tâche de passer systématiquement en revue l'ensemble de l'effectif « haute direction » afin de déterminer les besoins de l'examen des ministères. Cet examen comportait une analyse programmée des éléments de base du recrutement et du choix des ressources humaines au niveau de la Haute direction; une étude des méthodes de collecte et des sources de données et renseignements sur les cadres supérieurs; un réexamen des ressources potentielles en cadres de haut niveau dans les groupes immédiatement intérieurs ainsi qu'à l'extérieur de la Fonction publique; la définition d'un plan de collecte, de mise à jour et de ventilation des données en matière de dotation attachées aux programmes intéressants la communauté « haute direction ». La Direction a œuvré en étroite collaboration avec la Division de la dotation en personnel des cadres de la haute direction, celle d'Échanges Canada, le Programme de perfectionnement des cadres supérieurs de même qu'avec les autres directions générales de la Commission et le personnel du Secrétaire et de hiérarchiser les priorités en matière de planification et d'analyse des ressources en cadres supérieurs et de mettre au point des stratégies globales en matière d'avancement professionnel.

Une autre activité importante de la Direction générale a été l'identification des cadres supérieurs capables, aux yeux du Comité de hauts fonctionnaires chargés du personnel de direction, de former les sous-ministres de l'avenir. En outre, des documents d'information ont été élaborés pour faciliter l'identification, en consultation avec les sous-ministres, des individus présentant un potentiel élevé en la matière. Cet « examen » annuel offre divers avantages. Il favorise la mobilité des cadres supérieurs, met en lumière les aspects préoccupants dans l'utilisation de ces ressources, permet la discussion des plans ministériels de remplacement de leurs cadres supérieurs ainsi que la communication aux sous-ministres des noms des cadres de haute direction à vocation universelle.

femme présentant sa candidature à un emploi dans la Fonction publique ou désireuse de bénéficier d'un avancement est traitée de la même façon que ses concurrents ou collègues masculins. C'est là une réussite dont s'enorgueillit à juste titre l'administration fédérale qui donne l'exemple en la matière à la quasi totalité des employeurs canadiens des secteurs public et privé. Cela ne signifie jamais victimes de discrimination. C'est là qu'intervient la Direction générale des appels et enquêtes dont l'une des fonctions est précisément l'examen des plaintes de discrimination sexuelle.

La Commission a mis en place les mécanismes permettant aux femmes de bénéficier d'une égalité des chances d'emploi dans la Fonction publique, mais il faudra lutter encore longtemps pour que cette égalité devienne une réalité quotidienne. L'administration fédérale entend rester soucieuse des besoins et des aspirations des femmes qui travaillent et, dans le cadre de la Loi, la Commission de la Fonction publique a la ferme intention d'accélérer au maximum les progrès dans ce domaine.

grand-chose, ne l'oublions pas, et exigeant un décapage minutieux. Ce qui est manifeste, c'est que la situation des femmes varie considérablement au sein de la Fonction publique des que l'on parle catégories, groupes au sein des catégories et même niveaux au sein des groupes.

La Commission de la Fonction publique a la conviction profonde que des progrès substantiels ont été réalisés en matière d'égalité des chances pour les femmes; elle sait aussi que sa tâche est loin d'être terminée. Le taux de participation des femmes à la population active canadienne va en augmentant; toutefois l'entree relativement récente des femmes dans la Fonction publique les a générées dans les différents groupes professionnels. La logique voudrait qu'un nombre croissant d'entre elles avancent vers les sommets de la hiérarchie. Il nous faut examiner de très près les causes des départs féminins et déterminer dans quelle mesure il serait possible de les modérer.

De façon générale, et compte tenu de ce qui précède, l'on peut affirmer que toute

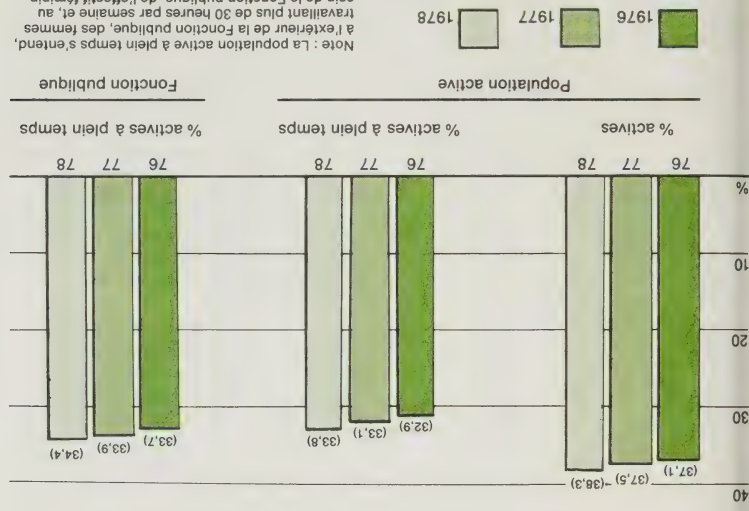
entre deux entités totalement différentes. La Fonction publique n'est en rien représentative de la population active canadienne. Des millions de nos concitoyens travaillent dans des industries primaires et secondaires : secteur minier ou manufacturier, par exemple, qui n'ont rien de comparable, ou à peu près, avec l'Administration. De même, le secteur privé emploie des milliers et des milliers de vendeurs et employés de magasins qui n'ont que très peu d'équivalents dans la Fonction publique fédérale.

Si, cependant, l'on voulait comparer les chiffres globaux de représentation des salariées travaillant à plein temps, la Fonction publique occupe plus qu'une très bonne place. Il suffit pour le constater de jeter un coup d'œil sur le graphique 3 qui compare le pourcentage des femmes dans la population active canadienne à celui des salariées travaillant à plein temps et à celui des femmes dans la Fonction publique, et cela pour 1976, 1977 et 1978.

Les généralisations statistiques qu'il illustre le graphique 3 ne signifient pas

Graphique 3

Rapport en pourcentage, des femmes dans l'ensemble de la population active et de celles à l'emploi de la Fonction publique, 1976 à 1978



Note : La population active à plein temps s'entend à l'extérieur de la Fonction publique, des femmes travaillant plus de 30 heures par semaine et, au sein de la Fonction publique, de l'effectif féminin embauché pour une période indéterminée ou pour six mois ou plus.

Source : Statistique Canada

que les femmes pénétrèrent dans des domaines jusqu'ici réservés aux hommes. Il y a davantage de femmes qui deviennent pompiers, agents des services correctionnels, gardiens de phares, contrôleurs aériens et agents des services agricoles. Dans certains cas, cette évolution est due à l'augmentation du nombre de femmes ayant obtenu un diplôme dans ces disciplines; dans d'autres, nous assistons à une évolution, autant chez les hommes que chez les femmes, des stéréotypes relatifs aux professions ouvertes à ces dernières.

Les femmes sont-elles justement réparties au sein des groupes professionnels?

Cet accords entre le nombre des femmes est contrebalancé par un autre fait statistique : elles occupent les niveaux les plus bas des groupes professionnels. Le tableau 5 indique leur nombre et le pourcentage qu'elles représentent.

Tableau 5
Nombre et pourcentage de l'effectif féminin aux quatre niveaux inférieurs à la Haute direction (SX), par groupes professionnels choisis, 1978

Groupe professionnel	SX moins 4	SX moins 3	SX moins 2	N.
Administration des programmes (PM)	5 433	25,1	171	10,8
Commerce (CC)	34	13,5	40	5,3
Economie, sociologie et statistique (ES)	217	25,0	71	9,3
Génie et arpentage (EN)	17	2,1	11	1,3
Gestion des finances (FI)	352	20,6	18	5,4
Gestion des systèmes informatiques (CS)	287	21,3	60	9,5
Gestion du personnel (PE)	782	41,4	126	14,5
Organisation et méthodes (OM)	48	25,0	29	8,6
Services administratifs (AS)	2 356	36,9	202	11,4
Vérification (AV)	100	5,7	18	1,6
*Ces groupes ont fourni 85% des entrantes dans la catégorie Haute direction au cours des cinq années écoulées				
ly compris les « assimilées » à SX.				

Tableau 6
Ventilation des effectifs féminins et masculins par moyenne d'âge et d'années de service selon certains groupes professionnels, 1977

Groupe professionnel	Hommes	Femmes	Hommes	Femmes	Années de service
Haute direction (SX)	49	44	15	10	
Economie, sociologie et statistique (ES)	38	33	8	5	
Vérification (AV)	42	37	12	6	
Administration des programmes (PM)	43	37	12	9	
Gestion du personnel (PE)	41	34	12	8	
Soutien des sciences sociales (SI)	36	36	9	7	

sentent du bas au sommet de la hiérarchie de divers groupes.

Certains des résultats du tableau 5 expliquent du fait des circonstances. Ce n'est qu'au cours des années 60 qu'elles ont commencé à entrer en nombre important (mis à part, bien entendu, les groupes qui leur étaient traditionnellement dévolus). Ces nouvelles venues sont donc plus jeunes, en âge et en années de service, que leurs collègues masculins. Le tableau 6 fournit à cet égard une ventilation pour un certain nombre de groupes professionnels à partir de données de 1977.

Les données du tableau 5 peuvent donner lieu à d'autres interprétations. Il est possible que certains gestionnaires estiment risqué de nommer des femmes

au niveau des cadres intermédiaires, et plus encore, des cadres supérieurs. Il est possible que les départs volontaires influent sur leur taux de représentation à ces mêmes niveaux. Il est possible que, au niveau des cadres supérieurs, se produise une sorte d'auto-discrimination féminine. Toutes ces hypothèses contribuent à faire l'objet d'une étude approfondie.

Quelles que soient les raisons de cet état de chose, la limitation du taux de représentation des femmes aux niveaux supérieurs dans les groupes permettant d'aligner la catégorie Haute direction (SX) a réduit les possibilités de la Commission d'augmenter leur participation à cette catégorie. La représentation féminine dans ces groupes *ante-SX* a légèrement augmenté de 1976 à 1978 (passant de 177 à 226, c'est-à-dire de 3,3 à 4,0 %). Ce chiffre est légèrement supérieur à celui de leur représentation dans la catégorie SX en 1978 (2,9 %) mais, restait décevant par sa faiblesse. Notons cependant que 68 autres femmes occupent des fonctions d'un niveau assimilé à celui de SX dans différents groupes professionnels (Droit et Médecine).

L'on demande souvent à la Commission d'établir une comparaison entre les taux de participation féminine dans la Fonction publique et ceux de la population active canadienne. Cela peut paraître très simple, mais il est extrêmement difficile d'établir une comparaison utile

Une analyse selon le groupe aboutit à des résultats différents. Elle indique une augmentation quelconque impressionnante du nombre et du pourcentage des femmes depuis trois ans dans presque tous les groupes retenus. Ainsi, par exemple, la représentation féminine dans les groupes Gestion du personnel (PE) et l'Administration des programmes (PM) a augmenté de plus de 20 % en deux ans.

Parfois, à ces augmentations du nombre des femmes dans certains groupes a correspondu une diminution de celui des hommes. Globalement parlant, le nombre des femmes a augmenté de 101 dans la Fonction publique en 1978, celui des hommes ayant diminué de 3 682. En même temps, la composition des groupes et des catégories évolue. La catégorie Administration et service extérieur compte 800 femmes de plus et 285 hommes de moins, alors que pour l'ensemble des catégories de cadres, le nombre de femmes a augmenté de 193, celui des hommes ayant diminué de 803.

Bien que peut-être statistiquement non significatifs, d'autres chiffres ont une importance dépassant de loin leur valeur purement numérique, car ils indiquent

concernaient des femmes, alors qu'elles ne représentent qu'un tiers du personnel de la Fonction publique. Dans la catégorie Scientifiques et spécialistes, ce taux est de près de quatre fois celui des hommes (15,6 % contre 4 %), et il est également bien plus élevé dans la catégorie Techniciens (9,2 % contre 3,4 %). La Commission effectue actuellement des recherches sur ce phénomène.

Analyse générale

Le lecteur est maintenant mieux à même de juger des forces qui influent sur la modification de la composition de la Fonction publique. Le tableau 4 compare pour 1976, 1977 et 1978, le nombre de femmes et leur taux de représentation dans les grandes catégories professionnelles et dans certains groupes choisis.

En gros, l'analyse du tableau 4 se traduit par des résultats divers suivant les catégories. On note une augmentation du nombre des femmes dans la catégorie Haute direction et plus encore dans celle de l'Administration et service extérieur. Mais ce nombre diminue dans la catégorie Scientifiques et spécialistes et dans celles des Techniciens, en raison à la fois de transfert hospitalier dont nous avons déjà parlé et du taux élevé des démissions.

anciens combattants) qui ont été transférés aux autorités provinciales en 1978, non plus que de ceux du *Westminster Hospital* qui l'avaient été en 1977. Ils n'incluent pas non plus le personnel enseignant à l'emploi du ministère des Affaires indiennes et du Nord canadien qui est passé au service des gouvernements territoriaux et des bandes indiennes. Ces employés avaient été considérés comme ayant fait l'objet d'une mise en disponibilité uniquement afin qu'ad-ministrativement ils aient priorité pour les réengagements par la Fonction publique fédérale. Comme, en pratique, aucun d'entre eux n'a d'entre eux ni perdu son emploi, on ne peut, logiquement, les compter parmi les mises en disponibilité. À l'exception de la catégorie Techniciens, le taux des mises en disponibilité des femmes par catégorie est très proche de leur taux de participation.

C'est dans le domaine des démissions que se manifestent les différences les plus marquées entre hommes et femmes. Dans la plupart des catégories, le nombre des démissions féminines est presque toujours le double de celui des hommes en 1978 (9,8 % contre 4,9 %). Plus de la moitié des démissions de cette même année (9 428 sur 18 469)

Tableau 4

Nombre et pourcentage de l'effectif féminin dans des groupes choisis des différentes catégories professionnelles, 1976 à 1978

1976		1977		1978	
N.	%	N.	%	N.	%

Groupe et catégorie professionnelle correspondante					
N.		%		%	
Scientifiques et spécialistes					
Haute direction	30	2,4	38	2,9	40
Scientifiques et spécialistes	5 637	23,4	5 566	23,0	4 984
Vérification (AV)	88	2,9	110	3,5	118
Génie et arpentage (EN)	26	1,0	32	1,2	33
Economie, sociologie et statistique (ES)	337	12,6	348	13,2	355
Administration et service extérieur	10 033	20,4	11 341	22,1	12 141
Gestion des finances (FI)	256	12,8	338	15,3	381
Gestion du personnel (PE)	775	26,6	860	29,0	937
Administration des programmes (PM)	4 799	19,4	5 483	21,7	5 807
Techniciens	2 554	9,8	2 732	10,2	2 705
Soutien technologique et scientifique (EG)	1 053	13,1	1 100	13,6	1 075
Soutien des sciences sociales (SI)	736	45,3	824	46,7	839
Soutien administratif	56 266	78,4	57 301	78,9	57 114
Secrétariat, sténographie, dactylographie (ST)	15 879	99,1	15 659	98,7	15 109
Commis aux écritures et aux règlements (CR)	37 298	73,3	38 759	74,4	39 117
Exploitation	19 330	18,2	18 761	17,7	18 932
Manœuvres et hommes de métier (GL)	126	0,7	183	0,9	178
Total	93 997	33,7	95 922	33,9	96 023
					34,4

Source : Commission de la Fonction publique (catégorie Haute direction) et ministère des Approvisionnements et Services (autres catégories)

Le tableau 2 illustre les résultats obtenus quant à l'égalité des chances pour les femmes en matière de formation et de perfectionnement. Les données concernant tous les groupes de toutes les catégories professionnelles considérées comme représentatives du fait de leur importance numérique au no de leur présence générale dans les ministères. Pour chacun d'entre eux, le taux de participation des femmes à la fin de chaque année a été comparé à celui de leur participation aux programmes de formation et de perfectionnement au cours de la même année. (F) de la catégorie Administration et finances (FI) et Gestion du personnel (P) de la catégorie Administration et services extérieurs. En 1977, la proportion des femmes ayant bénéficié d'une pro-

minime parmi les cadres supérieurs est et la commission est obligée de se tourner essentiellement vers les ressources internes dont elle dispose pour procéder à des nominations ayant pour effet de modifier la composition de cette catégorie. Cette question sera examinée en détail un peu plus loin.

Les promotions favorisent-elles une meilleure représentation des femmes?

Le second moyen réel dont dispose la Commission pour promouvoir des changements dans la composition des groupes et des catégories est celui des mouvements internes liés aux carrières. Une véritable égalité des chances devrait sous-entendre que les femmes disposent de possibilités de mouvement internes correspondant à leur représentation dans chaque groupe. La Commission y a veillé en prenant un certain nombre de mesures destinées à éliminer quelques-unes des barrières qui s'opposaient à cette liberté d'accès des femmes complètes à tous les postes. Elle a été jusqu'à modifier systématiquement les normes de sélection en éliminant certaines exigences non indispensables et éventuellement limitatives pour les femmes. L'Office de la promotion de la femme a tout spécialement pour tâche de revoir les normes nouvelles ou révisées afin de s'assurer qu'elles ne comportent rien de discriminatoire, et cela approuve. Agissant dans toute la Fon-

Un autre côté, qu'il s'agisse d'hommes ou de femmes, tous les employés du soutien administratif peuvent accéder aux autres catégories professionnelles, en particulier celle de l'Administration et des services extérieurs. Environ 40% des agents recrutés dans cette catégorie depuis trois ans venaient du Soutien administratif, en particulier à partir des emplois CR-4 à CR-6. Sur 5 844 employés ainsi touchés, 3 230 (55 %) étaient des femmes. Ces chiffres indiquent donc un mouvement inter-catégorie important, bien que le pourcentage de femmes qu'il concerne soit inférieur à celui auquel on pourrait s'attendre étant donné leur représentation à ces niveaux. Le pourcentage des sous mentionnés (55 %) est la moyenne des trois années écoulées, elle-même proportion avant et de 1 % en 1977 et de 59 % en 1978.

L'échelon le plus élevé de la Fonction publique, soit la catégorie Haute direction (S4), 10 à 15% environ des nominations annuelles proviennent du recrutement extérieur. La représentation

Table 2

Nombre et pourcentage de l'effectif féminin, dans des groupes professionnels choisis comparativement aux promotions féminines au sein de ces groupes et aux cours de formation offerts par la Commission de la Fonction publique, 1977 et 1978

1977		1978	
Composition	Promotions au sein du groupe	Composition	Promotions au sein du groupe
183	0,9	183	1,0
38 759	74,4	38 759	75,3
15 659	98,7	15 659	99,5
824	46,7	824	46,0
1 100	13,6	1 100	13,5
5 483	21,7	5 483	23,1
860	29,0	860	31,0
338	15,3	338	16,5
348	13,2	348	13,9
32	1,2	32	1,3
110	3,5	110	3,7
38	2,9	38	3,3
17	8,6	17	8,9
1	0,9	1	0,9
6	1,9	6	1,9
38	13,9	38	13,9
35	14,6	35	13,9
79	15,3	79	15,3
319	38,8	319	38,8
5 807	14,7	5 807	14,7
1 075	13,5	1 075	13,5
166	15,1	166	15,1
80	46,0	80	46,0
4 227	99,5	4 227	99,5
75	46,9	75	46,9
2 160	77,1	2 160	77,1

La Commission ne dispose à cet égard que d'un nombre restreint de possibilités au cours d'une année donnée. Elle est tout d'abord limitée par le nombre des postes devenus vacants du fait de cessations d'emploi et celui des nouveaux postes créés. En second lieu, le nombre de promotions intervenues au cours d'une année peut, tout en ne modifiant pas le taux de participation globale, se traduire par une transformation de la composition de tel ou tel groupe professionnel déterminé. Le graphique de la page 19 illustre l'enchaînement des facteurs qui influent sur la composition de la Fonction publique.

La Commission a invité les gestionnaires à inclure des femmes dans les juries de sélection, de façon à élargir les champs de vision des ce stade préliminaire. Elle s'est également efforcée de faire prendre en compte, comme elles le méritent, les activités bénévoles et les expériences du même genre lors de l'appréciation des candidatures. Précisons par ailleurs que 49% des agents de dotation, dont dépend au premier chef la mise en œuvre de ces initiatives, sont des femmes.

Le recrutement favorise-t-il une meilleure représentation des femmes?

Les sources de recrutement extérieur varient d'une catégorie à l'autre, les jeunes diplômés d'universités constituant un « fonds » important pour les catégories Scientifiques et Spécialisées aussi bien qu'Administration et service extérieur. Le tableau 1 fournit pour ces catégories professionnelles une comparaison du pourcentage de femmes diplômées dans des disciplines connexes, du pourcentage de celles ayant demandé à entrer dans la Fonction publique et du pourcentage de celles qui ont été recrutées.

Bien que les recrutements effectués tous les ans dans le cadre du Programme de recrutement postsecondaire restent en nombre limité, il est intéressant de relever deux choses. En premier lieu, que le recrutement dans ce domaine dépasse-rait généralement — et dans certains cas de fort loin — les possibilités qu'offre le

La Commission s'oriente vers un marché différent lorsqu'il s'agit pour elle de doter la catégorie Soutien administratif. Il lui faut généralement se tourner vers les secteurs de la population active comparables et où existe actuellement une offre. L'on a souvent reproché à la Fonction publique d'employer surtout les femmes dans la catégorie Soutien administratif dont elles composaient, par exemple, 79,4% en 1978. Quelle que soit la problématique en cause (et la Commission ne cherche surtout pas à camoufler les fâcheuses conséquences de cette catégorie sont l'apanage des cette catégorie sont l'apanage des

Pourcentage des récentes diplômées d'universités dans des domaines connexes à des groupes professionnels choisis: pourcentage des demandes d'emploi et des nominations dans la Fonction publique de 1976 à 1978 par le biais des programmes de recrutement postsecondaire

Tableau 1

Groupes professionnels	Diplômées		Demandes d'emploi		Nominations	
	1975	1976	1977	1978	1976	1977
Sciences biologiques (B1)	35,9	35,4	37,9	38,0	39,7	41,6
Economie, sociologie et statistique (E5)	28,3	28,9	30,6	29,4	30,6	32,0
Génie et arpentage (E6)	2,2	2,2	2,9	4,5	5,9	7,1
Gestion des finances (F1)	13,3	16,0	19,0	22,1	22,7	23,2
Gestion des systèmes informatiques (CS)	20,5	18,4	21,0	18,0	20,5	23,0
Administration des programmes/Gestion du personnel (PM/PE)	33,0	33,6	35,2	33,0	38,3	43,8
Comptables des dépenses et des recettes (C1)	11,4	13,0	14,0	15,0	16,0	17,0

Comparer les pourcentages des diplômées de 1976 et 1977 avec les demandes et les nominations des mêmes années. Noter que les diplômées ne sont pas obligées de présenter leur demande dans l'année même de leur diplôme. Les données de 1978 ne sont pas encore disponibles.

Les chiffres de 1976, extrapolés à partir des tendances de 1977 et 1978, sont approximatifs.

Source : Statistique Canada

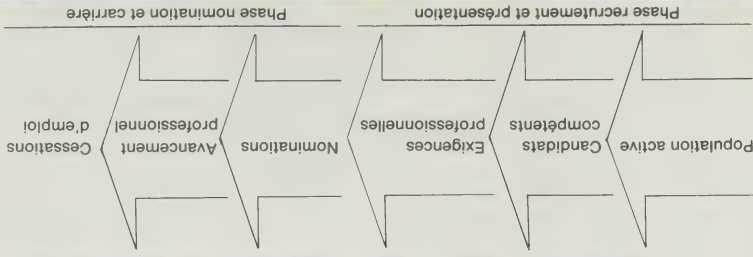
L'égalité des chances pour les femmes

La place de la femme dans le monde du travail a fait en 1978 l'objet d'une très grande attention, que ce soit au Parlement ou dans les media. Répondant à cet intérêt et aux pressions exercées sur tous les organismes pour qu'ils s'efforcent de faire bénéficier les femmes de leur juste part en matière de recrutement et d'avancement, la Commission a décidé de consacrer un chapitre à cet important problème. Elle entend ainsi donner une meilleure idée des réalisations de la Fonction publique fédérale en la matière.

Tous les organismes ont dû s'adapter aux changements qu'a entraînés l'entrée en force des femmes dans le monde du travail. Comme dans toutes les situations du genre, les débats à ce sujet ressemblent souvent à un dialogue de sourds faute d'une terminologie commune par chacun de la même manière, et du fait de la confusion des objectifs. L'appréciation de la réussite de la Fonction publique en matière d'antidiscrimination vis-à-vis des femmes (remédiant ainsi à une situation antérieure peu flatteuse) dépend beaucoup du point de vue d'où l'on se place. Les uns voudraient que la Fonction publique procède à une véritable éradication des possibilités de discrimination, et cela pour toujours. D'autres exigent que l'on accorde délibérément un traitement préférentiel aux femmes pour corriger les erreurs du passé. De la même manière, cette appréciation de la réussite de l'administration fédérale en la matière sera différente si l'on analyse la situation dans le cadre de la réglementation actuelle ou dans celui d'hypothèses législatives.

Graphique 2

Variables-clés du processus de dotation



Se conformant à l'esprit et à la lettre de la Loi sur l'emploi dans la Fonction publique, la Commission estime qu'elle a pour mandat de veiller à ce que la totalité des nominations dans la Fonction publique, qu'il s'agisse de recrutement extérieur ou de mouvements internes, soient exemptes de discrimination envers quelque personne que ce soit du fait de son sexe, de son ethnicité d'origine, de sa race ou de sa religion. Elle considère par contre que le Parlement ne lui a jamais donné pour mandat d'accorder aux femmes un traitement préférentiel et a donc orienté toute sa stratégie vers la promotion de l'égalité des chances. Cette attitude n'implique en rien, bien entendu, une discrimination en sens inverse et la dotation en fonction du mérite reste de règle en ces matières. La Commission, loin de diminuer ses efforts pour éliminer les attitudes et les stéréotypes traditionnels qui, dans le passé, avaient limité la présence des femmes au sein de la Fonction publique, a toujours agi en la matière de façon positive, active et concrète.

L'on demande souvent à la Commission si les femmes reçoivent leur juste part en ce qui a trait aux emplois, aux possibilités de formation et aux chances d'avancement au sein de la Fonction publique. Pour répondre à ces questions d'une manière limpide pour tous, il est essentiel que chacun ait d'abord une connaissance précise du cadre dans lequel opère la Commission lorsqu'elle s'efforce de modifier la composition de la Fonction publique.

aire évoluer les systèmes de gestion employés dans la formulation des techniques, sans pour autant dégenerer s de nouvelles formules d'une rigidité insurmontable;

élaborer des politiques et des méthodes qui permettent aux employés de poursuivre leur carrière dans la Fonction publique, en assurant des apports suffisants pour un nouveau personnel venant de l'extérieur;

définir des moyens permettant de réserver les avantages de la méthode de dotation assurant le respect de la règle du mérite et l'application des principes qui devraient être de nature à faciliter l'emploi dans la Fonction publique;

organiser les fonctions de personnel de manière que les gestionnaires puissent exercer plus efficacement les ressources humaines et soient incités à le faire.

Il est possible d'appliquer ces principes aux structures ? Le contrepoint est la concurrence qui s'observe entre les différents groupes et organismes sont-ils susceptibles ou servent-ils de frein et garantissent-ils l'équilibre nécessaire à la mise en œuvre de politiques et de méthodes de gestion ? Que coûterait en définitive la mise en œuvre de ces principes ? La stabilité organisationnelle des changements structurels ?

Commission croit à la nécessité d'un débat ouvert et complet sur ces questions et d'autres problèmes fondamentaux. Elle estime, cependant, que l'attention doit en premier lieu se porter sur les concepts, les principes et les politiques acceptables de servir de base à tout changement organisationnel. Elle croit, en outre, que toute attribution des ressources et tout changement de structures doivent s'inspirer des principes fondamentaux gouvernant une bonne gestion, sorte que s'accomplisse le vœu des législateurs : offrir aux Canadiens la meilleure Fonction publique qui soit.

qualité de la dotation et dans les méthodes de gestion du personnel dans la Fonction publique. Ces travaux étaient largement reliés à sa comparution devant le Comité spécial de l'examen de la gestion du personnel et du principe du mérite, d'une part, et devant la Commission royale sur la gestion financière et l'impunité, d'autre part.

L'exposé que la Commission a présenté au Comité spécial, intitulé *Fonction publique et intérêt public*, énonce les principes qui, selon elle, sont indispensables à l'amélioration de la qualité de la dotation et des principes de gestion de tout le personnel : gestionnaires comme non-gestionnaires. Ces principes sont évoqués dans plusieurs de ses publications. Pour l'essentiel, ils expliquent la pensée de la Commission sur les développements qui ont marqué cette période de croissance sans précédent des programmes et des ressources du gouvernement. Selon la Commission, on s'était trop attaché à mettre l'accent sur la réglementation en matière de gestion du personnel et insuffisamment appliqué à relever la qualité des gestionnaires mêmes. La qualité de la gestion du personnel dépend tout autant de la qualité des gestionnaires que de l'efficacité des systèmes de réglementation qui régissent leurs actions.

Se fondant sur cette thèse, la Commission a institué, en étroite collaboration avec le Conseil du Trésor et les hauts fonctionnaires du gouvernement, un ensemble de groupes chargé d'étudier les propositions de changement d'orientations et de méthodes qu'elle a exposées au Comité spécial.

La plupart de ces groupes s'emploient à déterminer les ramifications qu'auraient les projets visant à relever la qualité des gestionnaires de la Fonction publique sous l'angle de la sélection, de la formation et des affectations.

L'un de ces groupes a étudié la gamme de connaissances que le plupart des cadres supérieurs, sinon tous, devraient avoir (par exemple connaissance de la gestion financière et de celle du personnel). Cette étude devrait avoir un effet marqué d'une part sur le type de programmes de formation et de perfectionnement mis au point pour ceux appartenant déjà aux cadres supérieurs et pour ceux qui voudraient en faire partie, et d'autre part sur le mode d'évaluation des candidats à ces postes.

La Commission a rédigé des propositions de principes directeurs qui pour-

raient être utilisés par les agents de dotation pour déterminer les qualifications des candidats aux postes supérieurs. Cela devrait permettre une détermination plus rigoureuse des connaissances des candidats quant au milieu « Fonction publique », de l'étendue de leur expérience, de leurs capacités de rendement et de leurs potentialités.

L'utilisation de ces principes directeurs pourrait se révéler bénéfique à plusieurs égards, car ils pourraient à la fois contribuer à l'amélioration de la qualité des cadres supérieurs et permettre aux candidats à ces postes de mieux connaître les exigences des emplois auxquels ils aspirent.

Un autre groupe travaillait au concept des nominations à un niveau et non plus à un poste. L'idée de faire bénéficier les sous-ministres d'une plus grande autonomie en matière de déploiement de leurs cadres supérieurs semble obtenir l'approbation générale. Dans le cadre de ce concept des nominations à un niveau, les sous-ministres auraient le droit de modifier les affectations des cadres supérieurs en fonction des besoins, ou de déplacer ceux d'entre eux ayant révélé des potentialités élevées afin de leur permettre d'élargir leur expérience. Ces redéploiements ne constitueraient plus des réaffectations nécessitant l'approbation de la Commission de la Fonction publique.

Un tel changement alignerait les modes de faire de la Fonction publique canadienne dans ce domaine sur ceux employés ailleurs dans l'administration (en Grande-Bretagne par exemple, et bientôt aux États-Unis), ainsi que dans de nombreuses entreprises. Il se traduirait par une diminution importante de la papérasserie que rend obligatoire la centralisation actuelle, en même temps que par une élimination de certaines des rigidités qu'impose la Loi sur l'emploi dans la Fonction publique. Cela permettrait également de supprimer les procédures complexes liées aux salaires et aux nominations des intermédiaires ou aux nominations à un niveau inférieur ou supérieur de celui du poste d'affectation. La Commission de la Fonction publique pourrait ainsi, en collaboration avec les sous-ministres, se concentrer sur les problèmes de promotion et de planification des mouvements du personnel de haute direction.

Peu nombreux sont les groupes d'étude qui ont terminé leur travail. Ainsi, par exemple, les principes directeurs proposés pour la sélection des cadres supérieurs ont actuellement l'objet de tests

Les changements structurels

Dans certains milieux, la question de la qualité de la gestion du personnel est abordée du point de vue des structures. Nombreux sont ceux qui pensent que n'est qu'un prix d'un changement radical, d'ordre structurel que la gestion du personnel dans la Fonction publique puisse se revaloriser.

Bien que les travaux de ces groupes d'étude soient encore embryonnaires, leur simple création et la nature de leur mandat témoignent de la volonté de la Commission de rendre des comptes dans les secteurs clés de la gestion du personnel dans la Fonction publique. n'est qu'en s'attaquant aux problèmes de fond qu'on pose la gestion du personnel qu'il sera possible de donner à la Fonction publique des assises solides pour l'avenir.

Les changements structurels ne peuvent pas être réalisés sans une attention particulière aux principes qui doivent régir les actions de toutes les parties en cause, quelle que soit l'option structurelle choisie. Outre les mesures invovées plus haut dans le présent chapitre, la Commission a le devoir de souligner que toute structure, nouvelle ou pas, doit respecter les principes suivants :

- assurer le respect des cinq principes fondamentaux de dotation, énoncés pour la première fois dans son rapport annuel de 1977;
- tirer au clair les droits et responsabilités du fonctionnaire et en améliorer l'équilibre;

Pour bien saisir la situation qui se présente dans le domaine de la gestion du personnel au sein de la Fonction publique fédérale, il faut de toute nécessité que l'évolution. Le partage des pouvoirs en matière de gestion des ressources humaines dans la Fonction publique remonte à un peu plus d'une décennie. En effet, c'est en 1967 que le Parlement adoptait les lois qui en régissent de nos jours principes et méthodes. Du même coup intervenaient, pour la gestion du personnel de la Fonction publique, notamment la négociation collective et le rôle d'employeur confié au Conseil du Trésor.

Depuis 1967, la Commission de la Fonction publique est chargée, en vertu de la Loi sur l'emploi dans la Fonction publique, des responsabilités suivantes : dotation en personnel, mécanismes de réparation des torts et, partiellement, services de formation. Ces fonctions, elle les a exercées de concert avec d'autres responsables dans un cadre de gestion du personnel qui a été en constante évolution au cours des années 70.

Ce vaste éventail de critiques n'est pas sans préoccuper la Commission, elle qui est chargée d'un élément important de la gestion du personnel dans l'ensemble de la Fonction publique. Toutefois, des observations s'imposent si l'on veut envisager ces critiques sous leur vrai jour.

La Commission est loin d'être demeurée inactive devant les changements massifs d'ordre structurel et social qui sont survenus au cours de la dernière décennie. Elle a pris en ces dernières années des mesures concrètes, exposées dans les rapports annuels antérieurs. Le chapitre précédent du présent rapport fait état de certaines initiatives déjà en œuvre auxquelles elle a eu recours à cet égard. En dépit de ces initiatives et d'autres faits, la Commission est consciente des nombreuses lacunes que présentent la dotation et les méthodes de gestion du personnel dans la Fonction publique et sait que plusieurs des critiques formulées demeurent valables. La nécessité s'affirme donc de trouver de nouvelles voies et d'élaborer de nouveaux concepts pour résoudre les problèmes fondamentaux en fonction des exigences particulières de la gestion du personnel. De l'avis de la Commission, l'étude de ces problèmes se situe sur deux plans : celui des problèmes de fond et celui des changements dans l'organisation.

Les problèmes de fond

La Commission a consacré une bonne partie de l'année à étudier les idées et les projets susceptibles d'améliorer la

Les transformations de l'ampleur de celles qui se sont opérées en 1967 dans les structures de gestion du personnel au sein de la Fonction publique ont suscité des tensions et de fausses interprétations. Il fallait s'y attendre, car toute modification importante des structures de l'administration publique provoque inévitablement des répercussions. De plus, toute période de mutation débouche naturellement sur une période de clarification et d'adaptation. La décennie 1967-1977 n'a cependant pas été seulement marquée par de profondes modifications sur le plan organisationnel, mais aussi par un changement fondamental des attitudes et des politiques en matière d'utilisation des langues officielles et de droits des employés dans l'ensemble de la Fonction publique. Elle a en outre été caractérisée par la naissance de préoccupations découlant de la mise sur pied de groupes de pression spécifiques et du régime des droits de la personne à laquelle est venue s'ajouter une croissance sans précédent des programmes et des ressources dans la Fonction publique.

Cette décennie explosive a pris fin. Mais la Fonction publique doit s'efforcer de

de sous-délégation est de déterminer qui est responsable de quoi et devant qui, et il est donc indispensable d'établir clairement les rôles et responsabilités de chacun en la matière. Quel que soit le groupe auquel une sous-délégation est officiellement accordée, la répartition des tâches entre les cadres fonctionnels et les agents du personnel varie considérablement d'un ministère à l'autre. La nouvelle politique de délégation tiendra compte de la répartition réelle des responsabilités et devrait permettre de mieux préciser les éléments dont seront comptables les cadres fonctionnels et les agents du personnel. Le rôle précis des cadres en matière de dotation fera l'objet d'échanges de vues entre la Commission et chacun des ministères. En règle générale, les agents du personnel devraient avoir la responsabilité de fournir conseils et assistance aux gestionnaires et de veiller au respect des procédures réglementaires, les cadres fonctionnels ayant la responsabilité de la décision finale lors de la sélection.

Dès qu'a commencé à être mise en œuvre cette délégation de pouvoirs, la Commission s'est inquiétée des capacités et de la formation des agents ministériels de dotation, qu'ils exercent eux-mêmes une sous-délégation d'autorité ou jouent le rôle de conseils auprès de ceux qui l'exercent. Elle a donc institué un programme d'accréditation des agents de dotation lui permettant de vérifier la compétence de ces agents. Ce programme est détaillé au chapitre 6 du présent rapport. Outre le système-cadre et le programme d'accréditation, mentionnons que la Commission accorde une attention croissante aux vérifications effectuées en commun avec le Conseil du Trésor, le Bureau du Vérificateur général et différentes composantes des systèmes ministériels de vérification, et cela qu'il s'agisse de dotation, de formation linguistique ou de tests de langues. Les progrès accomplis à cet égard sont certains; ce concept de vérifications effectuées en commun avec les ministères eux-mêmes a effectivement été mis en œuvre et ces opérations deviennent maintenant routinières. Une vérification expérimentale commune des activités de dotation et de classification d'un ministère, qui impliquera la participation de la Commission et du Conseil du Trésor, est d'autre part prévue pour l'été 1979. La mise en œuvre d'opérations de cette nature avec la participation du Bureau du Vérificateur général en est encore au stade des négociations.

La dotation, et la délégation d'autorité la concernant, reste l'un des principaux domaines de responsabilité de la Commission. Son action à cet égard vise à maintenir un difficile équilibre entre deux exigences : satisfaire aux besoins des ministères en matière de services, tout en exerçant les responsabilités statutaires que le Parlement a confiées à la Commission. Tous ses efforts sont orientés vers la satisfaction de cette double obligation.

L'adoption de la Loi sur l'emploi dans la fonction publique a marqué les débuts d'une profonde évolution dans le domaine de la délégation de pouvoirs en matière de dotation en personnel. Se conformant à la Loi, la Commission a entrepris dès la fin des années 60 de déléguer aux ministères des pouvoirs de dotation plus étendus, cette responsabilité étant maintenant assumée à plus de 90% par les divers ministères et organismes fédéraux.

Bien que des syndicats ou des fonctionnaires individuels ne soient pas de cet avis et aient tenté de faire pression sur la Commission en faveur d'une recentralisation de la dotation, les commissaires restent persuadés qu'une délégation d'autorité bien pensée—et assortie de l'obligation de rendre des comptes—peut assurer une qualité et une efficacité maximales des opérations de dotation tout en garantissant une protection totale des droits individuels des fonctionnaires.

La Commission est cependant également convaincue que certains changements de forme sont souhaitables, à la fois en ce qui concerne le cadre dans lequel cette délégation doit s'exercer et la responsabilité ministérielle. Certaines modifications dans ce sens sont d'ailleurs déjà intervenues depuis deux ans et d'autres s'y ajouteront dans les années à venir.

Le cadre original dans lequel s'exerçait la délégation d'autorité accordait une place trop grande aux contrôles procéduriers. La Commission, ayant établi des normes applicables à l'ensemble de la Fonction publique, veillait surtout à s'assurer que les ministères se conformaient à ces normes. Depuis quelque temps déjà, elle a adopté une approche différente selon laquelle il lui appartient de définir les principes qui doivent guider la dotation, alors qu'il incombe aux ministères d'en assurer l'application.

Dans le même temps, les vérifications effectuées par la Commission en matière de dotation ministérielle ont revêtu un nouvel aspect. Au lieu de se concentrer sur le contrôle du respect des règlements, les vérifications portent maintenant sur la globalité de la gestion des systèmes de dotation avec, chaque fois, le sens des besoins particuliers à chaque ministère, mais sans jamais oublier l'im-

peratif fondamental en matière de dotation : le respect de la règle du mérite. La Commission est persuadée que ce mode de faire sera le plus profitable, à la fois aux ministères et à elle-même. Elle prépare à cet effet un nouveau système-cadre qui devrait être prêt à la mi-79.

Ce système-cadre de délégation s'articulerait autour des éléments suivants :

- un ensemble équilibré de contrôles et de mécanismes améliorant l'exercice des responsabilités;
- une définition précise des objectifs que doivent atteindre les ministères dans l'exercice des pouvoirs qui leur sont délégués;
- des politiques de dotation et des principes directeurs illustrant les modalités d'application des concepts de la Commission dans des circonstances particulières, tout en assurant leur compatibilité avec les principes qui doivent animer l'ensemble de la Fonction publique;
- des rapports semestriels permettant aux sous-ministres de faire le point;
- des services de conseil et d'assistance aux ministères;
- un programme permettant de vérifier et d'analyser la dotation du point de vue gestion.

Ce nouveau système-cadre sera donc orienté vers l'aspect gestionnel et mettra moins l'accent sur les relations purement réglementaires entre la Commission et les sous-ministres. Il comportera une définition du mandat de chaque ministre en matière de délégation, ainsi qu'une formulation des mécanismes relatifs aux responsabilités associées à ces mandats. Les ministères seront pleinement et clairement informés de ces nouveaux principes par le biais d'un instrument convenable définissant les délégations de pouvoirs. Le nouveau système définira la dotation vue sous l'aspect gestion et fera ressortir les responsabilités des sous-ministres face aux cinq principes fondamentaux du processus de dotation qui ont été mis en lumière pour la première fois par la Commission dans son rapport de l'an dernier.

Le mandat des cadres supérieurs exerçant une autorité déléguée par le sous-ministère sera également clairement défini. Le problème principal en matière



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a Commission est consciente de l'équi-
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 certain degré d'indépendance politique.
 u-delà des difficultés inévitables, on ne
 eut nier les avantages qu'offre, en
 utes matières liées à la dotation, l'exis-
 tance d'un organisme unique responsa-
 ble devant le Parlement. De la sorte, la
 dotation en personnel peut être plus
 isément soustraite aux considérations
 partisans que si le gouvernement, quel
 qu'il soit, se trouvait dans la situation
 d'avoir à rendre compte au Parlement
 matière de dotation dans la Fonction
 publique. La Commission est d'avis que
 existence d'un centre décisionnel
 unique en matière de dotation (nomina-
 tions, appels, enquêtes et vérifications),
 même s'il partage par voie de délégation
 contrôlée ses responsabilités avec les
 ministères, a bien répondu jusqu'à main-
 enant aux attentes du Parlement et de
 a population canadienne.

gnie de représentants du Conseil du Trésor, du Bureau du Conseil privé et de ministères fonctionnels. Le Comité consultatif du Secrétariat du Conseil du Trésor se compose de sous-ministres et de cadres de haute direction représentant l'ensemble de la Fonction publique et le Comité consultatif des politiques du personnel est uniquement constitué de directeurs du personnel. Le Comité de hauts fonctionnaires est formé de dirigeants d'agences centrales clés et de quelques sous-ministres siégeant à tour de rôle.

La participation de la Commission à l'ac-tion de ces centres d'analyse et de réflexion lui permet de faire bénéficier de ses connaissances et d'expliquer son point de vue lors de l'élaboration de politiques et de la mise au point de systèmes touchant la gestion du personnel dans la Fonction publique. La Commission peut ainsi contribuer à une plus grande harmonisation des politiques et aider à y intégrer les moyens de vérification et d'équilibre nécessaires à l'édification d'un système de gestion du personnel.

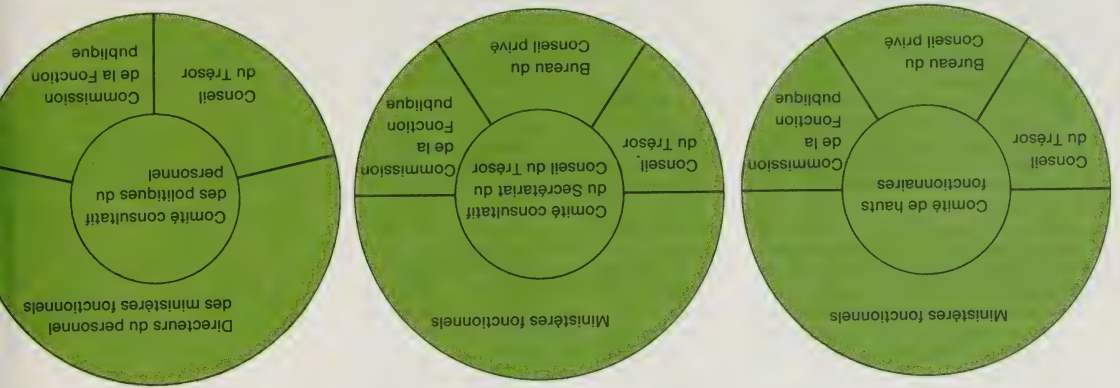
L'activité de la Commission en matière de conseil et de consultation ne se limite pas au gouvernement. Les agents négociateurs de la Fonction publique font largement appel à la Commission pour se renseigner sur les politiques, les modalités et les normes et pour assurer la protection des droits des syndiqués en ce qui a trait à la dotation en personnel. Outre la fonction d'observateur qu'elle exerce au sein du Conseil national mixte et du service de consultation qu'elle assure sur des points déterminés, la Commission (à l'instigation du Comité spécial de l'examen de la gestion du personnel et du principe du mérite) a institué en 1978 un Comité consultatif mixte qui sert à l'échange de vues sur toutes les questions se rapportant directement à la Loi sur l'emploi dans la Fonction publique. Ses directions consultent constamment tous les intéressés lorsque de nouvelles politiques ou de nouveaux programmes sont élaborés, qu'un programme, un règlement ou des modifications apportées aux politiques ou aux règlements suscitent des interrogations.

Les relations que la Commission entretient avec les sous-ministres et les hauts dirigeants des organismes découlent à la fois des responsabilités que lui impose la Loi en matière de dotation du personnel et des relations générales qu'elle entretient avec le gouvernement. Aujourd'hui, par voie de délégation de pouvoirs, plus de 90 % de la dotation dans l'ensemble des devoirs en ce domaine. Si, formellement, elle est d'abord responsable devant le Parlement à cet égard, il n'en est pas de même en ce qui concerne les dépenses présentées au Parlement.

A l'instar des ministères et organismes, la Commission rend compte au gouvernement de l'utilisation efficace des ressources, humaines et financières, mises à sa disposition. Ses demandes de ressources sont évaluées par le Conseil du Trésor et portées au budget annuel des dépenses présentées au Parlement.

Graphique 1

Mécanismes d'intégration des politiques de gestion



La responsabilité en matière de gestion

La question de la responsabilité en matière de gestion au sein de la Fonction publique est incontestablement l'une de celles qui ont le plus retenu l'attention en ces dernières années. Soulevée dans les médias, étudiée à la Chambre des communes et discutée officiellement dans la Fonction publique, elle a donné lieu à la création d'une commission d'enquête. Les commentateurs et les recherches ont dans leur ensemble touché à tous ses aspects. Or, ce qui nous intéresse au présent, c'est la responsabilité en matière de gestion du personnel.

Par son mandat, qui lui enjoint de doter en personnel la Fonction publique, la Commission se trouve en présence de nombreux facteurs complexes qui influent sur la gestion du personnel dans la Fonction publique. C'est pourquoi la responsabilité qui lui incombe ne se prête pas à une définition simple et précise. En raison de la position qu'elle occupe dans les structures de la gestion du personnel au sein de la Fonction publique, la responsabilité de la Commission comporte des facettes multiples. Par ailleurs, parce qu'elle est comparable à différents groupes et organismes pour l'accomplissement de tâches diverses, les moyens dont elle dispose pour s'acquies de ses responsabilités et rendre compte diffèrent selon la fonction en cause.

La Commission de la Fonction publique a été créée par le Parlement du Canada, et c'est au Parlement qu'elle est principalement responsable. Organisme autonome, elle est chargée de l'application de la Loi sur l'emploi dans la Fonction publique. Aux termes de cette Loi, elle est tenue de s'assurer que la règle du mérite est respectée dans tout ce qui a trait à la dotation en personnel. Elle s'acquies de cette responsabilité en appliquant des modalités et des normes équivalentes de sélection des candidats aux postes de la Fonction publique, sélection qui se fait généralement par voie de concours. Elle assure aussi des mécanismes de réparation des torts, dont une procédure d'enquête en cas de nominations qui auraient présumentement enfreint la règle du mérite. Elle fait des vérifications auprès des ministères afin d'évaluer le mode d'exercice des pouvoirs de dotation en personnel qui leur ont été délégués.

La Commission a pris de son propre chef des mesures pour combler cette lacune. Elle rencontre régulièrement les députés de la Région de la capitale nationale et discute avec eux de questions d'intérêt mutuel dans le cadre de son mandat. Elle continue à fournir aux députés des renseignements sur le rôle qui lui est dévolu et elle a publié dernièrement, à l'intention des nouveaux députés et des députés de la Région de la capitale nationale, une brochure qui donne un aperçu de ses activités et fait état des différents points qui influent directement sur l'exercice de son mandat.

Les relations qui existent entre la Commission et le gouvernement se fondent sur le principe que la dotation en personnel fait partie intégrante de la gestion. À ce propos, il appartient à la Commission de faire en sorte que les politiques de dotation en personnel, compte tenu du cadre législatif actuel, contribuent dans la plus large mesure possible à la réalisation des grands objectifs que le gouvernement fixe à la Fonction publique. La Commission joue un rôle important de conseil en matière de gestion au sein de la Fonction publique, avec d'autres organismes, aux travaux d'un certain nombre de comités concernant la gestion du personnel. Elle participe également à l'activité de divers autres comités en compa-

en détail la situation des femmes dans la Fonction publique. Les femmes ayant les qualités voulues sont-elles recrutées dans une proportion correspondant à leur présence sur le marché du travail? Ont-elles leur juste part des promotions et des facilités de formation?

Autre point essentiel, quels ont été les résultats des vérifications effectuées par la Commission en 1978? Quels points faibles avons-nous décelés dans les procédures et méthodes de dotation? Quelles recommandations avons-nous formulées pour y remédier? Le chapitre 8 « La vérification et les responsabilités ministérielles » fournit les réponses à ces questions; il constitue le compte rendu le plus complet jamais publié sur les activités de la Commission à cet égard.

Nous avons tenu à attirer l'attention de nos lecteurs sur ces chapitres car, à notre avis, il est indispensable que tous ceux qui aient une vue

très claire des réalités quotidiennes et des situations que la Commission doit affronter. Seule cette connaissance permettra en effet le déroulement d'échanges de vues raisonnées sur l'évolution de la gestion du personnel au sein de la Fonction publique, en toute connaissance des problèmes de notre temps. Ce sont ces problèmes fondamentaux, et leurs solutions, qui doivent demeurer l'objet de toute restructuration fonctionnelle de la gestion du personnel si nous voulons être prêts à faire face aux situations nouvelles qui, sans aucun doute, seront le lot des décennies à venir.

Les décisions qu'il va falloir prendre et qui engagent l'avenir nécessitent une analyse minutieuse de la situation et l'exercice de jugements réfléchis. La Fonction publique fédérale est l'employeur le plus important du Canada et la gestion efficace de ses activités exige une parfaite conscience des diverses forces en présence. Il serait extrêmement dangereux de traiter ces dernières d'une manière simpliste, superficielle, alors que nous consacrons tant d'efforts à la solution des problèmes auxquels nous sommes confrontés. Il serait par contre tout aussi risqué de concentrer toutes nos énergies sur l'étude de ces points fondamentaux en négligeant par là même le règlement des urgences actuelles (problèmes provoqués par les compressions de personnel par exemple) ou en repoussant aux calendes grecques des améliorations qui ne peu-

vent attendre l'adoption de nouvelles lois en matière de gestion du personnel. Qu'on nous permette, en guise de conclusion, de dire au personnel de la Commission combien nous avons apprécié son apport et sa loyauté. Nos remerciements s'adressent également aux sous-ministres et à leurs cadres supérieurs qui nous ont donné sans réserve leur appui, aux associations et syndicats de fonctionnaires, dont l'aide a été fort précieuse dans la mise au point de politiques et de règles dans les domaines de notre compétence. Enfin, nous tenons à exprimer notre vive gratitude aux députés et aux sénateurs qui se sont intéressés de près à nos activités et nous ont donné à diverses reprises l'occasion d'examiner avec eux nos orientations et les raisons qui déterminent nos choix et nos programmes d'action.

Il est probable que des événements marquants quant à l'évolution de la Fonction publique canadienne seront intervenus au moment du dépôt de ce rapport annuel devant le Parlement et de sa diffusion dans le public.

Concurremment à d'autres faits, les conclusions du rapport de la Commission royale sur la gestion financière et l'imputabilité de même que celles du Comité spécial de l'examen de la gestion du personnel et du principe du mérite dans la Fonction publique auront contribué au démarrage d'un nouveau mode de gestion des ressources humaines et financières dont dispose l'administration fédérale.

De l'avis de la Commission, qui s'en réjouit, ces rapports auront été d'une importance fondamentale, car ils auront permis à tous ceux qui portent un intérêt à la gestion du personnel dans la Fonction publique de mieux comprendre la situation et de se concentrer sur les principes de base qui doivent guider toute action dans ce domaine. Ce problème était du reste l'un des soucis profonds de la Commission, comme le prouvent notre rapport annuel de 1977, nos exposés devant la Commission royale et le Comité spécial et, enfin, le présent rapport annuel.

Si le lecteur veut bien en effet commencer par jeter un coup d'œil sur sa table des matières, il aura tout de suite une idée de la gamme étendue des sujets et domaines dont traite ce rapport. Pour la Commission il constitue le moyen idéal de rendre compte à chacun de l'ensemble de ses activités opérationnelles au cours de l'année et de faire connaître à tous ses vues sur certains points essentiels de la dotation et des autres aspects de la gestion qui lui sont liés. Nous voudrions ainsi, tout spécialement cette année, attirer l'attention des lecteurs sur un certain nombre de domaines que nous considérons comme primordiaux.

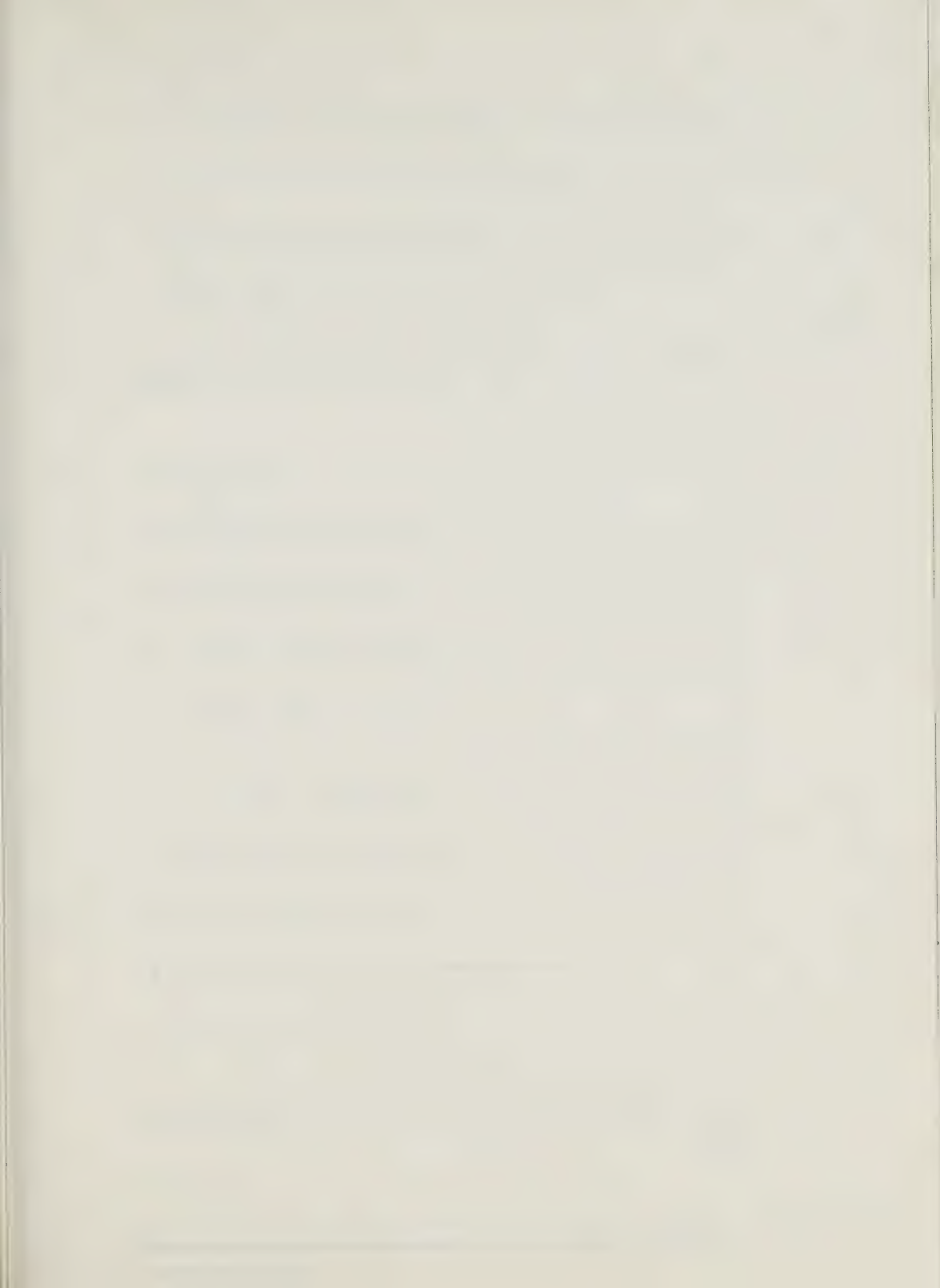
Nous commencerons par l'imputabilité, la responsabilité des différentes administrations, point qui préoccupe manifestement le public canadien et qui a valu son nom à la Commission dont nous venons de parler. La Commission de la

Fonction publique se réjouit d'avance des résultats que ne manqueront pas d'avoir les travaux de la Commission Lambert qui a étudié cette question sous ses nombreuses facettes. Le chapitre premier du présent rapport examinera même problème en soulignant et s'efforçant de répondre aux questions ci-après. Devant qui la Commission de la Fonction publique est-elle responsable de ses activités? Nos modes de faire actuels sont-ils satisfaisants à cet égard? Comment la C.F.P. arrive-t-elle à assurer un juste équilibre en réponse aux demandes variées que lui soumettent ses nombreux clients, qu'il s'agisse des organismes fédéraux ou des divers services qui composent le monde de la gestion du personnel?

D'origine relativement récente dans la Fonction publique, la délégation de pouvoirs en matière de gestion du personnel va sans aucun doute devenir un sujet fort important. Y a-t-il compatibilité entre l'imputabilité et la délégation de pouvoirs? Qu'en pense la Commission à partir des expériences vécues en la matière et qu'envisage-t-elle pour l'avenir? Nous traitons de ce problème au chapitre 2 : « La délégation des pouvoirs : vers une nouvelle approche ».

Les exposés faits par la C.F.P. devant la Commission royale et le Comité spécial ont fait état d'un principe que ces deux organismes ne devaient jamais perdre de vue : toute tentative de renouvellement des procédures de règlement des problèmes relatifs à la gestion n'a de valeur qu'autant qu'elle vise à la solution des problèmes fondamentaux en la matière. Quels sont donc ces problèmes fondamentaux? Quelles sont les actions déjà entreprises par la Commission à cet égard? Quelle relation y a-t-il entre les problèmes et les propositions de réorganisation interne de la Fonction publique? Nous exprimons nos opinions sur cette matière au chapitre 3 : « La qualité de la gestion du personnel ».

Comme tous ses partenaires dans ce domaine, la Commission a toujours placé au premier plan de ses soucis l'égalité des chances d'accès à l'emploi dans la Fonction publique et la représentation des groupes qui y sont sous-représentés. Notre chapitre 4, « L'égalité des chances pour les femmes », analyse



1	La responsabilité en matière de gestion	9
---	---	---

2	La délégation des pouvoirs : vers une nouvelle approche	13
---	---	----

3	La qualité de la gestion du personnel	15
---	---------------------------------------	----

4	L'égalité des chances pour les femmes	19
---	---------------------------------------	----

5	Les programmes de la haute direction	27
---	--------------------------------------	----

6	La dotation en 1978	31
---	---------------------	----

7	Les langues officielles et les ministères	37
---	---	----

8	La vérification et les responsabilités ministérielles	43
---	---	----

9	Réparation des torts, justice, équité	47
---	---------------------------------------	----

10	La formation et le perfectionnement	51
----	-------------------------------------	----

11	La gestion interne	57
----	--------------------	----

Appendices

1	Budget de la Commission de la Fonction publique 1978-1979	60
---	---	----

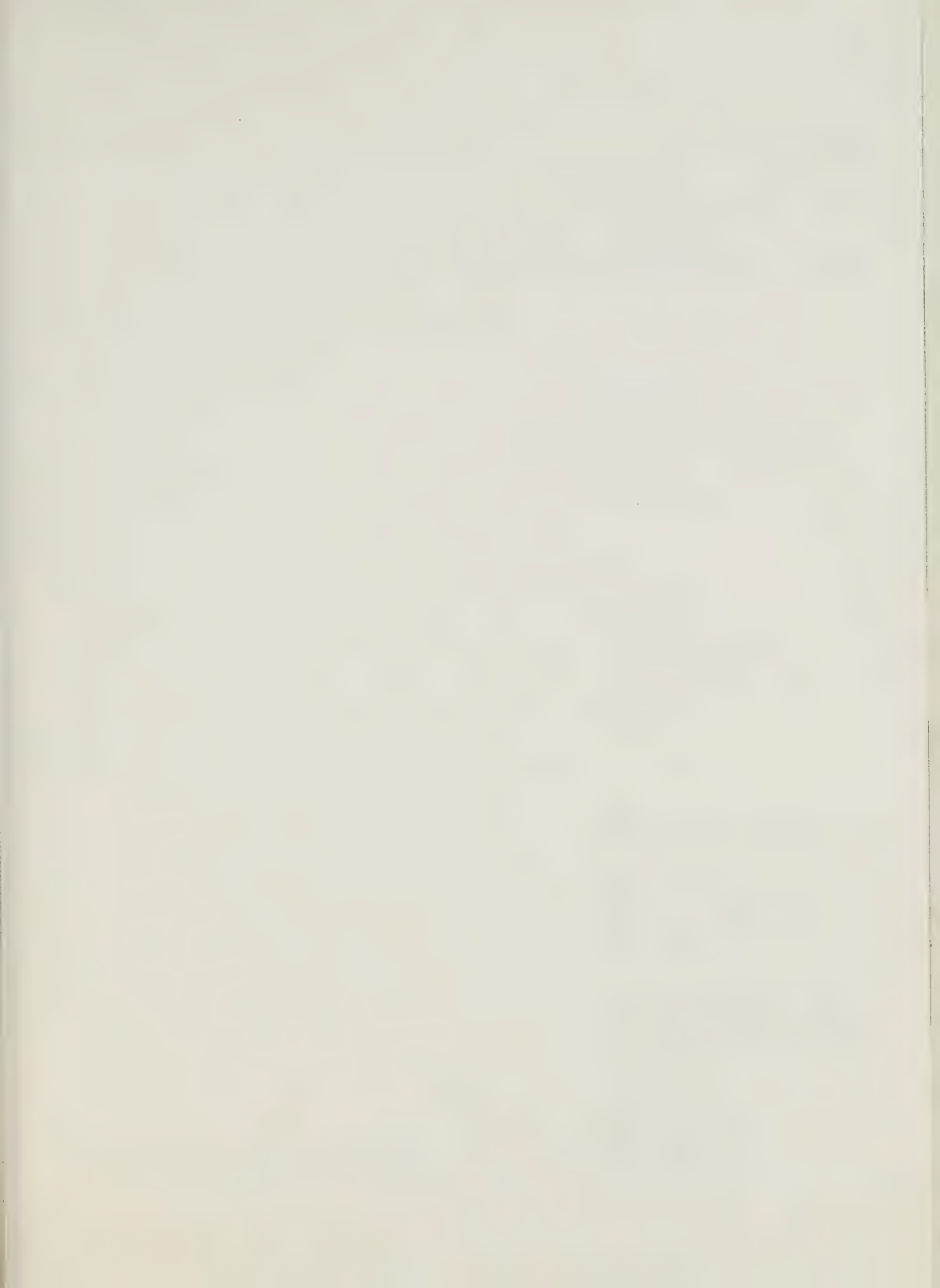
2	Délégations de pouvoirs de dotation en 1978	64
---	---	----

3	Exclusions de la Loi sur l'emploi dans la Fonction publique	68
---	---	----

4	Congès autorisés pour fins d'activités politiques	69
---	---	----

5	Révocations	70
---	-------------	----

Les commissaires	
Les trois commissaires, dont le président, sont investis des pouvoirs que la Loi confère à la Commission. Désignés par le Gouverneur en conseil pour une période de dix ans, ils ont tous trois rang de sous-ministre; mais le président est l'administrateur principal de la Commission. Ensemble, ils établissent les politiques générales conformément à la Loi sur l'emploi dans la Fonction publique. Les décisions des commissaires se prennent à la majorité.	
La Direction générale des appels et des enquêtes	
Elle établit des comités d'appel indépendants pour les cas de violation présumée de la Loi et du Règlement sur l'emploi dans la Fonction publique en matière de promotion, l'émigration dans la carrière. Les arrêts des comités sont sans appel : ils lient les parties en cause ainsi que la Commission. Seule la Cour fédérale du Canada peut les rescinder. Les enquêtes dans les cas de discrimination présumée dont se plaignent aussi bien des fonctionnaires que des candidats à l'emploi sont aussi du ressort de cette Direction générale. Elle se penche en outre sur les pratiques présumées douteuses qui lui sont soulevées en matière de dotation et de gestion du personnel. Le Bureau du régistrier reçoit, étudie, enregistre et achemine appels et plaintes où il le faut, s'assure qu'ils sont traités comme il convient et s'occupe des enquêtes liées à l'activité de la Direction générale.	
La Direction générale des programmes de la haute direction	
Elle élabore, conformément aux exigences de la Loi sur l'emploi dans la Fonction publique et aux directives de la Commission, les politiques et les systèmes en matière de recrutement et de sélection des candidats aux postes de cadres de haute direction dans la Fonction publique canadienne. Elle s'occupe de planification, de conseil et de dotation. Elle dirige en outre la Division Échange Canada et programmes internationaux. Elle assure la planification des ressources humaines aux divers niveaux de la haute gestion et de la haute direction, ainsi que la mise au point de politiques et de systèmes visant à une planification efficace.	
La Direction générale de la formation linguistique	
Elle assure, dans les locaux de la Commission et dans ceux des ministères, la formation linguistique de base et, à la demande des ministères, prépare et dispense des cours spécialisés et de perfectionnement. Elle offre aide et conseils en divers domaines liés à la formation linguistique : élaboration de cours et de programmes destinés à répondre à des besoins précis; enseignement; évaluation de programmes, testage, orientation des étudiants-fonctionnaires. Elle est essentiellement au service des ministères et organismes auxquels il incombe maintenant de veiller à la formation linguistique de leurs employés.	
La Direction générale des services et systèmes de gestion	
Elle est chargée de développer et de coordonner les systèmes de gestion de la Commission en vue d'une administration plus efficace. Elle réunit les directions suivantes : administration, services informatiques, finances, information, personnel et vérification interne.	
Les Services de secrétariat	
Ils assurent, au nom des commissaires, la planification et la coordination des politiques, répondent aux demandes de renseignements des parlementaires et coordonnent les opérations courantes de la Commission.	



L'honorable John Roberts
Secrétaire d'Etat
Chambre des communes
Ottawa

Monsieur le Ministre,

Nous vous prions de bien vouloir déposer à la Chambre des communes le rapport de la Commission de la Fonction publique du Canada pour 1978, lequel comporte cette année deux volumes. Nous le soumettons au Parlement en conformité des dispositions de l'article 45 de la Loi sur l'emploi dans la Fonction publique—chapitre 71, Statuts du Canada, 1966-1967.

Veuillez agréer, Monsieur le Ministre, l'assurance de notre très haute considération.

Le Président



Edgar Gallant

Le Commissaire



Anita Szlajak

Le Commissaire



John Edwards

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Rapport annuel 1978

Commission de la Fonction publique
du Canada

Volume 1

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du Canada
Public Service Commission
of Canada



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Commission de la Fonction publique
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Public Service Commission
of Canada

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GOVERNMENT
DEPARTMENT

Annual Report 1978

Public Service Commission
of Canada

Volume 2 Statistics

Public Service Commission
of Canada

Commission de la Fonction publique
du Canada

Annual Report 1978

**Public Service Commission
of Canada**

Volume 2 Statistics

Public Service Commission
of Canada

Commission de la Fonction publique
du Canada



Foreword

The *Public Service Employment Act* requires the Public Service Commission to report annually on its activities to Parliament. For its 1978 Report, the Commission has produced two volumes: a publication outlining its activities for the calendar year 1978 in the various areas for which it is responsible, and this volume, which includes the statistical tables that form a companion volume to the text.

Together, these two publications form the Annual Report of the Public Service Commission of Canada for 1978.

Table of Contents

Explanatory Notes

Notes	Page
Type of employment	1
Geographic area and sex	2
Geographic area and language group	2
Location and sex	3
Location and language group	4
Department and sex	5
Department and language group	7
Age and sex	9
Age and language group	9
Salary and sex	10
Salary and language group	11
Category and sex	12
Category and location	14
Category and language group	14
Category, group and sex	15
Category, group and language group	17
Senior executives, equivalents and sex	20
Senior executives, equivalents and language group	20
Women in the Senior Executive Category	22
Women in senior executive equivalent groups and levels	23
Women in the Scientific and Professional Category	24
Women in the Administrative and Foreign Service Category	25
Women in the Technical Category	26
Women in the Administrative Support Category	27
Women in the Operational Category	28
Francophones in the Senior Executive Category	30
Francophones in senior executive equivalent groups and levels	31
Francophones in the Scientific and Professional Category	32
Francophones in the Administrative and Foreign Service Category	33

30	Francophones in the Technical Category	34
31	Francophones in the Administrative Support Category	35
32	Francophones in the Operational Category	36
33	Bilingual positions, linguistic region and required level of proficiency in the second language (oral expression)	37
34	Bilingual positions, category and required level of proficiency in the second language (oral expression)	38
35	Bilingual positions in the NCR, category and required level of proficiency in the second language (oral expression)	39
36	Category and linguistic status of positions	40
37	Category and linguistic status of NCR positions	40
38	Linguistic region and linguistic status of positions	40
39	Appointments and separations	41
40	Appointments and type of employment	41
41	Appointments, category and appointing authority	42
42	Appointments and employee mobility	50
43	Appointments, geographic mobility and sex	56
44	Appointments, geographic mobility and language group	60
45	Appointments by type and appointing authority	64
46	Appointments, appointing authority and sex	68
47	Appointments, appointing authority and language group	70
48	Appointments, geographic area and sex	72
49	Appointments, geographic area and language group	73
50	Appointments, category and language requirement of position	74

51	Appointments, language requirement of position and language group	76
52	Appointments and imperative bilingual positions	77
53	Appointments and non-imperative bilingual positions	78
54	Appointments, university graduates	79
55	Applications and appointments, university graduates	79
56	Applications and appointments, community college and CEGEP graduates	80
57	Appointments, career-oriented summer employment	80
58	Appeals and geographic area	81
59	Appeals and category	81
60	Appeals and departments	82
61	Appeals, status of delegation and type of selection process	83
62	Separations and reasons	84
63	Separations, category and sex	85
64	Professional and managerial training and location	86
65	Professional and managerial training and language of instruction	87
66	Language training and category	87

Figures	Page
1 Employee growth by category	12
2 NCR employees	13
3 Category and sex	21
4 Category and language group	29
5 Appointments by language requirement of position	75
6 Appointments by language group	76

Explanatory Notes

This volume gives detailed information on employees in the Public Service, namely, the 279 207 persons employed under the *Public Service Employment Act*. Data are included on the distribution of these public servants, by type of employment, department, location, sex, language group, age group, salary, occupational group and category; and on appointments, separations, appeals, professional and managerial training, and language training.

The Public Service, as defined here, does not include employees appointed for less than six months; personnel appointed by order-in-council, such as deputy heads; ministerial staff; the Royal Canadian Mounted Police; the Canadian Armed Forces; Crown corporations, such as Air Canada; and certain federal agencies, such as the National Research Council. It does, however, include civilian employees working both for the Department of National Defence and the RCMP. Total federal employment is about 570 000 of which Public Service employees make up less than one half.

The Public Service population has changed over the years, largely owing to the inclusion or exclusion of departments and agencies and of particular types or groups of employees. For example, included in 1978 data are the Office of the Comptroller General and the Office of the Commissioner of Federal Judicial Affairs. In addition, changes in definitions that determine the number of appointments and separations have produced minor variations in the data. These variations, although of little statistical significance, have made it difficult to compare the data from one year to another. Thus, the statistics cannot be directly compared with those in previous annual reports.

The Auditor General was authorized by Parliament, through the *Auditor General Act*, which came into force on August 1, 1977, to exercise the powers, duties and functions of the Commission with respect to staffing his organization.* Thus, all 1977 data published in this volume include the Auditor General's Office. Senior officers, classified as "principals," have been included in the Senior Executive Category. For 1978 data, employees of the Auditor General's Office have been excluded.

It should be noted that 1 215 employees in 1977, and 1 240 in 1978 were working in federal veterans' hospitals that were transferred to provincial jurisdiction. These employees have been recorded as "lay-offs" for administrative purposes; all have been re-absorbed by various provincial governments. The term "lay-off" as used in these tables refers only to those employees previously occupying an indeterminate position. Note as well that the table listing separations by category and language group (Table 58 in 1977 Annual Report) does not appear in this year's Report. Recent studies suggest that data for 1977 and 1978 are unreliable in this regard. Revised figures will be made available as soon as their reliability can be established.

Source of data

The population statistics come primarily from payroll and superannuation records of the Department of Supply and Services. Data on the Senior Executive Category and equivalents, appointments, separations, appeals and training come from the files of the Public Service Commission.

For the population statistics, the language data on employees are obtained from the Official Languages Information System of the Treasury Board Secretariat. The language data on the Senior Executive Category and equivalents, appointments, separations and training come from the files of the Public Service Commission.

*Nevertheless, by mutual agreement, employees of the Auditor General's Office will be treated like other public servants with regard to competition rights and staffing policies. In addition, appeals by employees of the Auditor General's Office against appointments and against release or demotion (Sections 21 and 31, *Public Service Employment Act*) will be heard by the Commission's Appeals and Investigation Branch. Furthermore, the Commission will conduct inquiries as appropriate and continue to carry out an audit of staffing in the Auditor General's Office.

Definitions

• **Senior executive equivalents** are defined in the Personnel Management Manual of the Treasury Board, Annex A, pages 1 and 2, as follows:

Occupational group	Level
Agriculture	6
Architecture	8,9
Auditing	7
Biological Sciences	6
Chemistry	6
Defence Science	7,8
Education—Education Services	7
Engineering and Land Survey—Engineering	7,8
Engineering and Land Survey—Survey	7,8
Economics, Sociology and Statistics	8
Forestry Sciences	5
Historical Research	5
Law	3
Mathematics—Senior Statistician	1
Medicine—Medical Officer	4,5
Meteorology	9
Physical Sciences	6
Scientific Research—Research Manager	3
Scientific Regulation	10
Social Work—Social Welfare	6
University Teaching	5,6,7
Veterinary Science	6
Foreign Service	4,5

■ Type of appointment

• **Promotion** is an appointment where the group and sub-group of an employee do not change and where there is an increase in level; or where the group or sub-group of an employee changes and the Staffing Action Form shows an increase of at least one dollar in the maximum annual rate of pay.

• **Lateral transfer** is an appointment where the group, sub-group and level of an employee do not change; or where the group or sub-group of an employee changes and the Staffing Action Form does not show either an increase or a decrease of at least one dollar in the maximum annual rate of pay.

• **Downward transfer** is an appointment where the group and sub-group of an employee do not change and where there is a decrease in level; or where the group or sub-group of an employee changes and the Staffing Action Form shows a decrease of at least one dollar in the maximum annual rate of pay.

• **Demotion** is an appointment of an employee to a position at a lower maximum rate of pay, for reasons of incompetence or incapacity, as a result of a departmental recommendation pursuant to Section 31 of the *Public Service Employment Act*.

• **Reappointment for an additional term** is an appointment where the group, sub-group and level of a specified period employee do not change; where the new appointment is for a specified period; and where the total time under the specified period employment comes to more than six months in the same position.

• **Reclassification** is an appointment of the same employee following a re-definition of position.

• **Geographic mobility** denotes a relocation from one region to another, within any of the following regions: the ten provinces, the National Capital Region, the Northwest Territories, the Yukon and "Outside Canada".

Various sections of the *Public Service Employment Act* and Regulations form the basis on which the tables in this volume have been constructed. The breakdown in Tables 41-47 between PSC authority and departmental authority is predicated on Section 6(1) of the *Public Service Employment Act*, which authorizes the Commission to delegate appointing authority to departments.

The data in Tables 58-60 include selection processes appealed under Section 7(b) of the Regulations, which deals with closed competitions; Section 7(b)(i), notice; Section 7(b)(ii), inventory selection; and Section 7(c), appointments without competition.

Dashes (—) have been used in this Report when data are unavailable. Columns have been left blank when the data in question was not in existence, for example, data for the Office of the Comptroller General for 1977.

Table 1

Type of employment

Number of employees, by type of employment, 1974 to 1978

Type of employment	1974 ^a	1975	1976 ^b	1977 ^b	1978 ^b
Full-time for an indeterminate period	235 521	248 516	251 503	253 274 ^c	245 014
Full-time for a specified period (6 months or over)	16 051	16 569	15 517	16 823	15 711
Total full-time employees	251 572	265 085	267 020	270 097	260 725
Part-time (indeterminate or 6 months or over)	4 999	5 407	8 705	8 189	8 832
Seasonal	2 019	2 675	1 586	1 593	1 329
Grand total	258 590	273 167	279 314^d	282 788^d	279 207^d

^aIncludes 2 353 employees not previously under the *Public Service Employment Act*.

^bFollowing a reanalysis of the population subject to the *Public Service Employment Act*, data for 1976, 1977 and 1978 cannot be compared exactly with data for previous years.

^cIncludes 4 935 employees whose type of employment was not specified on pay documents. The practice of considering employees paying union dues as full-time indeterminate ceased in October 1978 re a directive of the Treasury Board.

^dIncludes 2 003 employees in 1976, 7 844 employees in 1977 and 8 321 in 1978 whose type of employment was not specified on pay documents.

Note: Employees hired for periods of less than six months have been excluded from the tables. In 1978 their number ranged from a high of 26 540 in July to a low of 11 231 in December, with a monthly average of 19 817.

Source: Department of Supply and Services

Table 2

Geographic area and sex

Number and percentage of employees, by geographic area and sex, 1977 and 1978

Geographic area	1977						1978					
	Men		Women		Total ^a		Men		Women		Total ^a	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Newfoundland	4 548	77.5	1 317	22.5	5 865	100.0	4 569	76.8	1 384	23.2	5 953	
Prince Edward Island	1 196	79.4	311	20.6	1 507	100.0	1 103	76.7	335	23.3	1 438	
Nova Scotia	12 842	76.4	3 961	23.6	16 803	100.0	12 417	77.4	3 616	22.6	16 033	
New Brunswick	6 124	73.3	2 235	26.7	8 359	100.0	5 951	71.5	2 375	28.5	8 326	
Québec	37 570	71.0	15 348	29.0	52 918	100.0	39 776	69.6	17 408	30.4	57 185	
Ontario	79 192	62.1	48 379	37.9	127 573	100.0	74 861	61.8	46 308	38.2	121 171	
Manitoba	7 919	63.4	4 565	36.6	12 484	100.0	7 596	63.1	4 451	36.9	12 047	
Saskatchewan	5 271	63.6	3 018	36.4	8 289	100.0	5 098	62.4	3 077	37.6	8 175	
Alberta	11 184	61.8	6 901	38.2	18 085	100.0	10 974	60.5	7 154	39.5	18 128	
British Columbia	18 212	68.4	8 424	31.6	26 636	100.0	18 026	68.1	8 433	31.9	26 459	
Yukon	479	51.8	445	48.2	924	100.0	485	51.7	454	48.3	939	
Northwest Territories	865	61.3	545	38.7	1 410	100.0	872	60.0	581	40.0	1 453	
Outside Canada	1 461	75.5	473	24.5	1 934	100.0	1 453	76.5	447	23.5	1 900	
Total^b	186 863	66.1	95 922	33.9	282 788	100.0	183 181	65.6	96 023	34.4	279 207	

^aIncludes 3 employees in 1977 and 3 in 1978 whose sex was not specified on pay documents.^bIncludes one employee in 1977 whose geographic area was not specified on pay document.

Source: Department of Supply and Services

Table 3

Geographic area and language group

Number and percentage of employees, by geographic area and language group, 1977 and 1978

Geographic area	1977						1978					
	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b
	No.	%	No.	%			No.	%	No.	%		
Newfoundland	4 601	99.6	18	0.4	4 619	5 865	5 023	99.7	13	0.3	5 036	
Prince Edward Island	1 269	96.6	45	3.4	1 314	1 507	1 214	96.8	40	3.2	1 254	
Nova Scotia	14 710	97.3	401	2.7	15 111	16 803	13 612	97.6	335	2.4	13 947	
New Brunswick	6 225	84.0	1 183	16.0	7 408	8 359	6 207	84.2	1 169	15.8	7 376	
Québec (except NCR)	3 239	7.6	39 602	92.4	42 841	47 465	2 760	6.6	38 914	93.4	41 674	
Québec (NCR)	2 609	50.5	2 553	49.5	5 162	5 453	5 755	57.9	4 182	42.1	9 937	
Ontario (except NCR)	42 865	96.4	1 603	3.6	44 468	58 008	50 441	97.3	1 400	2.7	51 841	
Ontario (NCR)	43 669	68.9	19 745	31.1	63 414	69 565	40 454	69.1	18 130	30.9	58 584	
Manitoba	10 424	97.8	233	2.2	10 657	12 484	10 361	97.9	217	2.1	10 578	
Saskatchewan	6 842	98.9	79	1.1	6 921	8 289	6 765	98.9	72	1.1	6 837	
Alberta	15 712	98.8	197	1.2	15 909	18 085	15 882	98.9	176	1.1	16 058	
British Columbia	22 454	99.0	218	1.0	22 672	26 636	22 596	99.2	186	0.8	22 782	
Yukon	640	99.4	4	0.6	644	924	654	99.4	4	0.6	658	
Northwest Territories	1 101	95.1	57	4.9	1 158	1 410	1 066	95.3	52	4.7	1 118	
Outside Canada	1 375	74.1	480	25.9	1 855	1 934	1 355	75.4	442	24.6	1 797	
Total^c	177 735	72.8	66 419	27.2	244 154	282 788	184 145	73.8	65 332	26.2	249 477	

^aFirst official language of employee.^bIncludes 38 634 employees in 1977 and 29 730 in 1978 whose first official language was not specified on pay documents.^cIncludes one employee in 1977 whose geographic area was not specified on pay document.

Source: Department of Supply and Services

ation and sex

ber and percentage of employees, by location and sex, 1977 and 1978

	1977						1978					
	Men		Women		Total ^a		Men		Women		Total ^a	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
opolitan area												
ohn's, Nfld.	2 203	78.6	599	21.4	2 802	100.0	2 272	77.6	655	22.4	2 927	100.0
ax	9 094	76.3	2 817	23.7	11 911	100.0	8 770	77.7	2 519	22.3	11 289	100.0
t John, N.B.	1 048	73.2	383	26.8	1 431	100.0	1 066	73.0	394	27.0	1 460	100.0
outimi-Jonquière	290	81.2	67	18.8	357	100.0	301	79.8	76	20.2	377	100.0
bec	5 723	75.7	1 838	24.3	7 561	100.0	5 743	75.0	1 915	25.0	7 658	100.0
tréal	19 645	71.8	7 717	28.2	27 362	100.0	19 401	72.6	7 318	27.4	26 719	100.0
onal Capital Region	43 327	57.9	31 519	42.1	74 847	100.0	42 637	57.6	31 434	42.4	74 071	100.0
awa	260	66.8	129	33.2	389	100.0	258	67.0	127	33.0	385	100.0
into	16 947	66.6	8 483	33.4	25 430	100.0	16 968	65.1	9 104	34.9	26 072	100.0
ilton	2 036	67.4	985	32.6	3 021	100.0	2 080	67.2	1 017	32.8	3 097	100.0
ara-St. Catharines	814	67.4	394	32.6	1 208	100.0	832	67.7	397	32.3	1 229	100.0
ener-Waterloo	975	68.9	440	31.1	1 415	100.0	968	68.1	454	31.9	1 422	100.0
on	1 804	67.7	861	32.3	2 665	100.0	1 778	66.8	884	33.2	2 662	100.0
tsor	1 039	67.6	499	32.4	1 538	100.0	1 028	66.9	509	33.1	1 537	100.0
bury	417	58.1	301	41.9	718	100.0	428	57.3	319	42.7	747	100.0
nder Bay	801	75.2	264	24.8	1 065	100.0	783	72.1	303	27.9	1 086	100.0
ipeeg	5 511	63.7	3 138	36.3	8 649	100.0	5 372	62.8	3 188	37.2	8 560	100.0
na	1 451	63.7	826	36.3	2 277	100.0	1 445	62.2	880	37.8	2 325	100.0
atoon	1 085	63.7	617	36.3	1 702	100.0	1 156	62.4	697	37.6	1 853	100.0
onton	4 027	57.3	2 998	42.7	7 025	100.0	4 064	55.8	3 216	44.2	7 280	100.0
ary	2 738	59.6	1 859	40.4	4 597	100.0	2 707	58.4	1 930	41.6	4 637	100.0
couver	8 459	65.5	4 461	34.5	12 920	100.0	8 427	64.9	4 558	35.1	12 985	100.0
oria	4 332	77.6	1 253	22.4	5 585	100.0	4 262	76.8	1 291	23.2	5 553	100.0
GI	134 026	64.9	72 448	35.1	206 475	100.0	132 746	64.5	73 185	35.5	205 931	100.0
er locations	52 837	69.2	23 474	30.8	76 313	100.0	50 435	68.8	22 838	31.2	73 276	100.0
nd total	186 863	66.1	95 922	33.9	282 788	100.0	183 181	65.6	96 023	34.4	279 207	100.0

Files 3 employees in 1977 and 3 in 1978 whose
 was not specified on pay documents.

Source: Department of Supply and Services

Table 5

Location and language group

Number and percentage of employees, by location and language group, 1977 and 1978

	1977						1978					
	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total
	No.	%	No.	%			No.	%	No.	%		
Metropolitan area												
St. John's, Nfld.	2 489	99.8	5	0.2	2 494	2 802	2 643	99.9	3	0.1	2 646	2 802
Halifax	10 728	97.8	239	2.2	10 967	11 911	9 900	98.0	201	2.0	10 101	11 911
Saint John, N.B.	1 301	96.0	54	4.0	1 355	1 431	1 277	95.5	60	4.5	1 337	1 431
Chicoutimi-Jonquière	2	0.6	335	99.4	337	357	3	0.9	341	99.1	344	357
Québec	327	5.0	6 184	95.0	6 511	7 561	313	4.9	6 102	95.1	6 415	7 561
Montréal	2 091	8.1	23 612	91.9	25 703	27 362	1 782	7.2	23 100	92.8	24 882	26 664
National Capital Region	46 261	67.6	22 157	32.4	68 418	74 847	46 209	67.4	22 312	32.6	68 521	74 847
Oshawa	358	99.7	1	0.3	359	389	374	99.7	1	0.3	375	389
Toronto	15 552	98.3	271	1.7	15 823	25 430	23 652	99.0	240	1.0	23 892	26 272
Hamilton	2 821	99.0	28	1.0	2 849	3 021	2 847	99.1	26	0.9	2 873	3 021
Niagara-St. Catharines	1 138	98.2	21	1.8	1 159	1 208	1 155	98.2	21	1.8	1 176	1 208
Kitchener-Waterloo	1 331	99.4	8	0.6	1 339	1 415	1 317	99.1	12	0.9	1 329	1 415
London	2 350	99.3	16	0.7	2 366	2 665	2 352	99.4	15	0.6	2 367	2 665
Windsor	1 441	98.3	25	1.7	1 466	1 538	1 428	98.3	24	1.7	1 452	1 538
Sudbury	540	78.6	147	21.4	687	718	555	78.4	153	21.6	708	718
Thunder Bay	994	99.4	6	0.6	1 000	1 065	1 001	99.1	9	0.9	1 010	1 065
Winnipeg	7 612	97.6	191	2.4	7 803	8 649	7 702	97.7	180	2.3	7 882	8 649
Regina	2 005	99.6	8	0.4	2 013	2 277	2 075	99.5	10	0.5	2 085	2 277
Saskatoon	1 580	99.2	12	0.8	1 592	1 702	1 685	99.3	12	0.7	1 697	1 702
Edmonton	6 306	98.4	102	1.6	6 408	7 025	6 514	98.7	89	1.3	6 603	7 025
Calgary	4 147	99.4	27	0.6	4 174	4 597	4 310	99.3	29	0.7	4 339	4 597
Vancouver	10 912	98.9	125	1.1	11 037	12 920	11 429	99.1	109	0.9	11 538	12 920
Victoria	4 868	99.3	36	0.7	4 904	5 585	4 819	99.3	34	0.7	4 853	5 585
Total	127 154	70.3	53 610	29.7	180 764	206 475	135 342	71.8	53 083	28.2	188 425	206 475
Other locations	50 581	79.8	12 809	20.2	63 390	76 313	48 803	79.9	12 249	20.1	61 052	76 313
Grand total	177 735	72.8	66 419	27.2	244 154	282 788	184 145	73.8	65 332	26.2	249 477	282 788

^aFirst official language of employee.^bIncludes 38 634 employees in 1977 and 29 730 in 1978 whose first official language was not specified on pay documents.

Source: Department of Supply and Services

Department and sex

Number and percentage of employees, by department and sex, 1977 and 1978

Department	1977						1978					
	Men		Women		Total ^a		Men		Women		Total ^a	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Office	44 990	74.2	15 602	25.7	60 593	100.0	44 754	73.5	16 123	26.5	60 880	100.0
National Defence (Civilian)	26 089	73.8	9 284	26.2	35 373	100.0	25 538	72.4	9 720	27.6	35 258	100.0
Revenue Canada (Customs, Excise, Taxation)	14 358	59.9	9 612	40.1	23 970	100.0	14 161	59.1	9 780	40.9	23 941	100.0
Employment and Immigration	10 531	45.3	12 735	54.7	23 266	100.0	10 295	44.7	12 753	55.3	23 048	100.0
Transport	17 143	85.5	2 914	14.5	20 057	100.0	16 962	84.8	3 038	15.2	20 000	100.0
Wildlife and Environment	9 166	79.4	2 380	20.6	11 546	100.0	9 194	79.3	2 405	20.7	11 599	100.0
Indian Affairs and Northern Development	6 908	63.0	4 057	37.0	10 965	100.0	6 467	62.0	3 970	38.0	10 437	100.0
Health and Services	5 379	53.8	4 614	46.2	9 995	100.0	5 380	52.9	4 792	47.1	10 172	100.0
Indian Penitentiary Service	7 905	81.6	1 777	18.4	9 682	100.0	8 191	82.1	1 780	17.9	9 971	100.0
Culture	7 572	77.6	2 191	22.4	9 763	100.0	7 504	76.5	2 307	23.5	9 811	100.0
National Health and Welfare	3 767	39.4	5 802	60.6	9 569	100.0	3 699	39.6	5 647	60.4	9 346	100.0
Public Works	7 215	79.4	1 871	20.6	9 089	100.0	7 018	79.3	1 832	20.7	8 850	100.0
Statistics Canada	2 461	48.5	2 617	51.5	5 078	100.0	2 289	48.8	2 398	51.2	4 687	100.0
Indian Affairs	2 705	46.2	3 145	53.8	5 850	100.0	2 065	47.5	2 286	52.5	4 351	100.0
Industry, Mines and Resources	2 836	77.4	830	22.6	3 666	100.0	2 773	76.5	851	23.5	3 624	100.0
Canadian Mounted Police (Armed)	611	19.2	2 576	80.8	3 187	100.0	650	19.2	2 731	80.8	3 381	100.0
Public Service Commission	1 676	45.4	2 016	54.6	3 692	100.0	1 411	44.2	1 783	55.8	3 194	100.0
Attorney General's Office	1 129	37.2	1 903	62.8	3 032	100.0	1 170	36.7	2 019	63.3	3 189	100.0
Indian Affairs	1 885	60.6	1 224	39.4	3 109	100.0	1 848	60.5	1 207	39.5	3 055	100.0
Consumer and Corporate Affairs	1 479	60.0	984	40.0	2 463	100.0	1 436	59.8	964	40.2	2 400	100.0
Industry, Trade and Commerce	1 494	62.9	880	37.1	2 374	100.0	1 477	63.3	856	36.7	2 333	100.0
Communications	1 416	66.2	723	33.8	2 139	100.0	1 403	66.6	704	33.4	2 107	100.0
National Economic Expansion	805	64.6	442	35.4	1 247	100.0	643	56.8	490	43.2	1 133	100.0
Science	495	47.7	543	52.3	1 038	100.0	490	47.2	548	52.8	1 038	100.0
National Museums of Canada	621	63.5	357	36.5	978	100.0	618	63.6	354	36.4	972	100.0
Indian Grain Commission	828	84.0	158	16.0	986	100.0	814	83.9	156	16.1	970	100.0
Indian International Development Agency	534	56.8	406	43.2	940	100.0	542	55.9	428	44.1	970	100.0
Indian Transport Commission	482	59.7	326	40.3	808	100.0	479	59.6	325	40.4	804	100.0
Library Board	492	60.1	326	39.9	818	100.0	421	57.3	314	42.7	735	100.0
Public Archives	401	59.4	274	40.6	675	100.0	419	61.1	267	38.9	686	100.0
Labour	352	50.9	339	49.1	691	100.0	353	52.5	320	47.5	673	100.0
Police	371	54.3	312	45.7	683	100.0	355	54.2	300	45.8	655	100.0
National Library	129	26.8	353	73.2	482	100.0	129	27.8	335	72.2	464	100.0
Inflation Board	296	47.1	333	52.9	629	100.0	212	49.6	215	50.4	427	100.0
Communications Commission and Canadian Radio-Television	246	54.9	202	45.1	448	100.0	221	54.7	183	45.3	404	100.0
National Energy Board	217	61.8	134	38.2	351	100.0	202	60.7	131	39.3	333	100.0
Indian Pension Commission	108	34.6	204	65.4	312	100.0	110	34.1	213	65.9	323	100.0
Indian Lands Administration	201	62.2	122	37.8	323	100.0	162	58.9	113	41.1	275	100.0
Indian Council	121	45.7	144	54.3	265	100.0	122	44.9	150	55.1	272	100.0
National Parole Board	68	30.2	157	69.8	225	100.0	72	30.5	164	69.5	236	100.0

Table 6 cont'd

Department	1977						1978					
	Men		Women		Total ^a		Men		Women		Total ^a	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Solicitor General	115	53.5	100	46.5	215	100.0	112	50.9	108	49.1	220	100.0
Insurance	114	63.3	66	36.7	180	100.0	124	64.2	69	35.8	193	100.0
Prairie Farm Rehabilitation Administration	93	51.4	88	48.6	181	100.0	94	55.0	77	45.0	171	100.0
Public Service Staff Relations Board	89	53.6	77	46.4	166	100.0	89	52.0	82	48.0	171	100.0
Urban Affairs	86	53.8	74	46.3	160	100.0	85	52.5	77	47.5	162	100.0
Science and Technology	76	54.7	63	45.3	139	100.0	72	49.3	74	50.7	146	100.0
Bureau of Pension Advocates	18	43.9	23	56.1	41	100.0	62	47.0	70	53.0	132	100.0
Federal Court	69	51.9	64	48.1	133	100.0	68	53.1	60	46.9	128	100.0
Comptroller General							74	75.5	24	24.5	98	100.0
Commissioner of Official Languages	34	50.0	34	50.0	68	100.0	48	52.7	43	47.3	91	100.0
Canadian Labour Relations Board	37	45.7	44	54.3	81	100.0	34	41.5	48	58.5	82	100.0
Federal-Provincial Relations Office	33	47.8	36	52.2	69	100.0	34	44.2	43	55.8	77	100.0
Governor General's Secretariat	35	48.6	37	51.4	72	100.0	36	49.3	37	50.7	73	100.0
Canadian Human Rights Commission	0	0.0	3	100.0	3	100.0	22	34.9	41	65.1	63	100.0
Supreme Court	25	54.3	21	45.7	46	100.0	31	56.4	24	43.6	55	100.0
Immigration Appeal Board	27	45.0	33	55.0	60	100.0	24	48.0	26	52.0	50	100.0
Chief Electoral Officer	18	46.2	21	53.8	39	100.0	19	47.5	21	52.5	40	100.0
International Joint Commission	24	70.6	10	29.4	34	100.0	24	64.9	13	35.1	37	100.0
Law Reform Commission	5	15.2	28	84.8	33	100.0	7	21.2	26	78.8	33	100.0
Tax Review Board	10	31.3	22	68.8	32	100.0	10	30.3	23	69.7	33	100.0
Tariff Board	14	48.3	15	51.7	29	100.0	14	48.3	15	51.7	29	100.0
Canadian Intergovernmental Conference Secretariat	13	59.1	9	40.9	22	100.0	14	51.9	13	48.1	27	100.0
War Veterans' Allowance Board	14	51.9	13	48.1	27	100.0	11	47.8	12	52.2	23	100.0
Commissioner for Federal Judicial Affairs							5	29.4	12	70.6	17	100.0
Pension Review Board	6	46.2	7	53.8	13	100.0	7	43.8	9	56.3	16	100.0
Co-ordinator, Status of Women	1	8.3	11	91.7	12	100.0	0	0.0	13	100.0	13	100.0
Restrictive Trade Practices Commission	4	36.4	7	63.6	11	100.0	5	41.7	7	58.3	12	100.0
Administrator, Anti-Inflation Act	6	50.0	6	50.0	12	100.0	7	63.6	4	36.4	11	100.0
Total^b	186 863	66.1	95 922	33.9	282 788	100.0	183 181	65.6	96 023	34.4	279 207	100.0

^a Includes 3 employees in 1977 and 3 in 1978 whose sex was not specified on pay documents.

^b Also includes, in 1977, 428 employees from the Office of the Auditor General, and 128 from the Communication Security Establishment.

Source: Department of Supply and Services

Department and language group

Number and percentage of employees, by department and language group, 1977 and 1978

Department	1977						1978					
	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b
	No.	%	No.	%			No.	%	No.	%		
Office	28 465	64.9	15 397	35.1	43 862	60 593	37 431	70.5	15 692	29.5	53 123	60 880
National Defence (Civilian)	25 995	82.0	5 693	18.0	31 688	35 373	25 799	81.9	5 708	18.1	31 507	35 258
Revenue Canada (Customs, Excise, Taxation)	16 644	75.1	5 532	24.9	22 176	23 970	16 892	74.8	5 691	25.2	22 583	23 941
Employment and Immigration	13 867	66.7	6 936	33.3	20 803	23 266	13 200	67.8	6 280	32.2	19 480	23 048
Transport	13 746	80.6	3 305	19.4	17 051	20 057	13 098	80.6	3 151	19.4	16 249	20 000
Forestry and Environment	9 446	87.6	1 338	12.4	10 784	11 546	9 219	87.3	1 337	12.7	10 556	11 599
Indian Affairs and Northern Development	7 244	83.3	1 457	16.7	8 701	10 965	6 972	83.7	1 362	16.3	8 334	10 437
Police and Services	6 333	65.5	3 337	34.5	9 670	9 995	6 385	64.6	3 501	35.4	9 886	10 172
Canadian Penitentiary Service	6 445	69.0	2 901	31.0	9 346	9 682	6 631	68.6	3 031	31.4	9 662	9 971
Culture	7 649	81.4	1 750	18.6	9 399	9 763	7 599	81.7	1 699	18.3	9 298	9 811
National Health and Welfare	6 912	81.6	1 562	18.4	8 474	9 569	6 510	80.8	1 547	19.2	8 057	9 346
Public Works	5 323	71.2	2 151	28.8	7 474	9 086	6 180	72.7	2 315	27.3	8 495	8 850
Statistics Canada	3 275	68.5	1 508	31.5	4 783	5 078	3 046	68.4	1 410	31.6	4 456	4 687
Transport Affairs	3 441	65.9	1 777	34.1	5 218	5 850	2 593	66.2	1 324	33.8	3 917	4 351
Energy, Mines and Resources	3 035	84.6	552	15.4	3 587	3 666	2 937	84.1	556	15.9	3 493	3 624
Indian Canadian Mounted Police (Civilian)	1 881	78.7	509	21.3	2 390	3 187	2 384	81.3	550	18.7	2 934	3 381
Public Service Commission	1 162	32.6	2 406	67.4	3 568	3 692	964	32.1	2 035	67.9	2 999	3 194
Secretary of State	870	29.5	2 076	70.5	2 946	3 032	956	31.0	2 132	69.0	3 088	3 189
Indian Affairs	2 107	70.2	894	29.8	3 001	3 109	2 069	69.9	893	30.1	2 962	3 055
Consumer and Corporate Affairs	1 696	69.7	739	30.3	2 435	2 463	1 641	69.4	725	30.6	2 366	2 400
Industry, Trade and Commerce	1 795	80.1	446	19.9	2 241	2 371	1 798	81.2	415	18.8	2 213	2 333
Communications	1 570	76.3	487	23.7	2 057	2 139	1 510	76.0	478	24.0	1 988	2 107
National Economic Commission	793	74.2	276	25.8	1 069	1 247	694	69.3	308	30.7	1 002	1 133
Police	693	74.4	239	25.6	932	1 038	707	73.2	259	26.8	966	1 038
National Museums of Canada	671	69.9	289	30.1	960	978	676	70.3	285	29.7	961	972
Indian Grain Commission	875	96.6	31	3.4	906	986	864	96.2	34	3.8	898	970
Indian International Development Agency	458	51.6	430	48.4	888	940	470	51.1	450	48.9	920	970
Indian Transport Commission	593	74.6	202	25.4	795	808	594	75.4	194	24.6	788	804
Security Board	507	67.6	243	32.4	750	818	448	64.8	243	35.2	691	735
Public Archives	418	63.2	243	36.8	661	675	437	65.3	232	34.7	669	686
Culture	492	77.0	147	23.0	639	691	511	77.1	152	22.9	663	673
Police	433	67.2	211	32.8	644	683	399	66.7	199	33.3	598	655
National Library	344	71.7	136	28.3	480	482	318	70.2	135	29.8	453	464
Inflation Board	8	72.7	3	27.3	11	629	2	28.6	5	71.4	7	427
Indian Radio-Television and Telecommunications Commission	221	52.4	201	47.6	422	448	191	50.3	189	49.7	380	404
National Energy Board	293	87.7	41	12.3	334	351	284	87.9	39	12.1	323	333
Indian Pension Commission	226	75.8	72	24.2	298	312	248	85.5	42	14.5	290	323
Indian Affairs' Land Administration	282	87.9	39	12.1	321	323	255	94.4	15	5.6	270	275
Indian Council	140	54.3	118	45.7	258	265	151	56.6	116	43.4	267	272
National Parole Board	134	63.5	77	36.5	211	225	143	61.6	89	38.4	232	236

Table 7 cont'd

Department	1977						1978					
	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	
	No.	%	No.	%			No.	%	No.	%		
Solicitor General	122	68.9	55	31.1	177	215	135	71.8	53	28.2	188	
Insurance	145	81.5	33	18.5	178	180	155	82.4	33	17.6	188	
Prairie Farm Rehabilitation Administration	91	100.0	0	0.0	91	181	65	100.0	0	0.0	65	
Public Service Staff Relations Board	73	49.0	76	51.0	149	166	72	46.5	83	53.5	155	
Urban Affairs	96	64.4	53	35.6	149	160	3	60.0	2	40.0	5	
Science and Technology	93	69.4	41	30.6	134	139	104	72.7	39	27.3	143	
Bureau of Pensions Advocates	31	86.1	5	13.9	36	41	103	91.2	10	8.8	113	
Federal Court	78	66.1	40	33.9	118	133	0	0.0	1	100.0	1	
Comptroller General							82	85.4	14	14.6	96	
Commissioner of Official Languages	—	—	—	—	—	68	10	21.7	36	78.3	46	
Canadian Labour Relations Board	36	48.0	39	52.0	75	81	35	43.2	46	56.8	81	
Federal-Provincial Relations Office	35	53.8	30	46.2	65	69	36	48.0	39	52.0	75	
Governor General's Secretariat	30	44.1	38	55.9	68	72	29	43.3	38	56.7	67	
Canadian Human Rights Commission	1	100.0	0	0.0	1	3	1	50.0	1	50.0	2	
Supreme Court	23	53.5	20	46.5	43	46	1	50.0	1	50.0	2	
Immigration Appeal Board	37	64.9	20	35.1	57	60	34	70.8	14	29.2	48	
Chief Electoral Officer	8	22.2	28	77.8	36	39	9	25.7	26	74.3	35	
International Joint Commission	1	100.0	0	100.0	1	34	2	100.0	0	0.0	2	
Law Reform Commission	10	32.3	21	67.7	31	33	8	26.7	22	73.3	30	
Tax Review Board	12	40.0	18	60.0	30	32	16	48.5	17	51.5	33	
Tariff Board	1	50.0	1	50.0	2	29	1	50.0	1	50.0	2	
Canadian Intergovernment Conference Secretariat	9	45.0	11	55.0	20	22	8	32.0	17	68.0	25	
War Veterans' Allowance Board	12	50.0	12	50.0	24	27	12	54.5	10	45.5	22	
Commissioner for Federal Judicial Affairs							0	0.0	1	100.0	1	
Pension Review Board	6	46.2	7	53.8	13	13	8	61.5	5	38.5	13	
Co-ordinator, Status of Women	—	—	—	—	—	12	2	100.0	0	0.0	2	
Restrictive Trade Practices Commission	7	63.6	4	36.4	11	11	7	58.3	5	41.7	12	
Administrator, Anti-Inflation Act	—	—	—	—	—	12	1	100.0	0	0.0	1	
Total^c	177 735	72.8	66 419	27.9	244 154	282 788	184 145	73.8	65 332	26.2	249 477	

^aFirst official language of employee.^bIncludes 38 634 employees in 1977 and 29 730 in 1978 whose first official language was not specified on pay documents.^cAlso includes, in 1977, 428 employees from the office of the Auditor General, and 128 from the Communication Security Establishment.

Source: Department of Supply and Services

and sex

Number and percentage of employees, by age group and sex, 1977 and 1978

Age group	1977						1978					
	Men		Women		Total ^a		Men		Women		Total ^a	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Under 20	1 783	36.1	3 151	63.9	4 934	100.0	1 104	33.6	2 178	66.4	3 282	100.0
20-24	16 226	46.2	18 902	53.8	35 128	100.0	13 269	44.3	16 655	55.7	29 924	100.0
25-29	28 628	60.5	18 679	39.5	47 308	100.0	27 822	57.9	20 240	42.1	48 063	100.0
30-34	25 710	70.1	10 968	29.9	36 678	100.0	28 426	68.8	12 872	31.2	41 298	100.0
35-39	18 991	70.6	7 924	29.4	26 915	100.0	19 976	70.0	8 566	30.0	28 542	100.0
40-44	17 517	69.7	7 611	30.3	25 128	100.0	17 443	68.7	7 942	31.3	25 385	100.0
45-49	18 936	70.7	7 848	29.3	26 785	100.0	18 869	70.6	7 839	29.4	26 708	100.0
50-54	22 597	71.8	8 869	28.2	31 467	100.0	20 874	71.5	8 332	28.5	29 208	100.0
55-59	23 493	76.0	7 409	24.0	30 902	100.0	23 003	75.5	7 465	24.5	30 468	100.0
60-64	12 048	75.1	3 988	24.9	16 036	100.0	11 810	76.0	3 731	24.0	15 541	100.0
65 and over	572	56.0	450	44.0	1 022	100.0	301	71.0	123	29.0	424	100.0
Total ^b	186 863	66.1	95 922	33.9	282 788	100.0	183 181	65.6	96 023	34.4	279 207	100.0

^a Includes 3 employees in 1977 and 3 in 1978 whose

birthdate was not specified on pay documents.

^b Includes 485 employees in 1977 and 364 in 1978

whose birthdate was not specified on superannuation documents.

Source: Department of Supply and Services

and language group

Number and percentage of employees, by age group and language group, 1977 and 1978

Age group	1977						1978					
	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b
	No.	%	No.	%			No.	%	No.	%		
Under 20	2 125	60.5	1 389	39.5	3 514	4 934	1 371	60.4	900	39.6	2 271	3 282
20-24	18 079	64.5	9 960	35.5	28 039	35 128	15 972	65.8	8 286	34.2	24 258	29 924
25-29	27 780	68.2	12 941	31.8	40 721	47 308	29 146	69.3	12 942	30.7	42 088	48 063
30-34	22 405	68.9	10 104	31.1	32 509	36 678	26 100	70.2	11 084	29.8	37 184	41 298
35-39	17 070	72.1	6 614	27.9	23 684	26 915	18 588	72.1	7 209	27.9	25 797	28 542
40-44	16 376	74.4	5 641	25.6	22 017	25 128	17 552	75.9	5 568	24.1	23 120	25 385
45-49	17 634	75.4	5 758	24.6	23 392	26 785	18 604	76.4	5 757	23.6	24 361	26 708
50-54	22 071	79.2	5 795	20.8	27 866	31 467	21 467	79.5	5 527	20.5	26 994	29 208
55-59	22 260	80.7	5 337	19.3	27 597	30 902	23 173	81.5	5 271	18.5	28 444	30 468
60-64	11 339	80.9	2 674	19.1	14 013	16 036	11 684	81.7	2 614	18.3	14 298	15 541
65 and over	353	87.8	49	12.2	402	1 022	291	87.9	40	12.1	331	424
Total ^b	177 735	72.8	66 419	27.2	244 154	282 788	184 145	73.8	65 332	26.2	249 477	279 207

^a Official language of employee.^b Includes 38 634 employees in 1977 and 29 730 in 1978 whose first official language was not specified on documents.^c Includes 485 employees in 1977 and 364 in 1978

whose birthdate was not specified on superannuation documents.

Source: Department of Supply and Services

Table 10

Salary and sex

Number and percentage of employees, by salary group and sex, 1977 and 1978

Salary group ^b	1977						1978					
	Men		Women		Total ^a		Men		Women		Total ^a	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
7 000—7 499	446	23.7	1 435	76.3	1 881	100.0	6	11.8	45	88.2	51	
7 500—7 999	347	15.9	1 838	84.1	2 185	100.0	192	21.2	714	78.8	906	
8 000—8 499	776	17.5	3 654	82.5	4 430	100.0	395	18.6	1 727	81.3	2 123	
8 500—8 999	1 545	25.3	4 556	74.7	6 101	100.0	319	15.7	1 715	84.3	2 034	
9 000—9 499	2 963	45.3	3 583	54.7	6 546	100.0	328	15.2	1 837	84.8	2 165	
9 500—9 999	2 875	50.0	2 876	50.0	5 751	100.0	2 307	44.2	2 911	55.8	5 218	
10 000—10 999	7 978	39.4	12 246	60.6	20 224	100.0	4 632	36.5	8 068	63.5	12 701	
11 000—11 999	9 633	42.2	13 175	57.8	22 809	100.0	5 952	46.9	6 745	53.1	12 697	
12 000—12 999	13 927	50.8	13 462	49.2	27 389	100.0	12 698	43.9	16 255	56.1	28 953	
13 000—13 999	30 879	82.2	6 669	17.8	37 548	100.0	16 648	63.1	9 729	36.9	26 377	
14 000—14 999	10 815	72.0	4 202	28.0	15 017	100.0	21 230	68.0	9 984	32.0	31 214	
15 000—15 999	12 197	82.3	2 619	17.7	14 816	100.0	12 838	74.0	4 517	26.0	17 355	
16 000—16 999	10 899	84.9	1 936	15.1	12 835	100.0	9 990	73.6	3 582	26.4	13 572	
17 000—17 999	13 100	80.5	3 182	19.5	16 282	100.0	16 189	82.1	3 520	17.9	19 709	
18 000—18 999	7 567	84.5	1 384	15.5	8 951	100.0	8 363	83.7	1 634	16.3	9 997	
19 000—19 999	5 497	83.9	1 055	16.1	6 553	100.0	8 796	82.9	1 816	17.1	10 612	
20 000—20 999	4 524	86.9	681	13.1	5 205	100.0	3 378	82.3	725	17.7	4 103	
21 000—21 999	4 819	89.0	593	11.0	5 412	100.0	5 767	86.7	885	13.3	6 652	
22 000—22 999	2 731	85.2	476	14.8	3 207	100.0	3 015	83.1	615	16.9	3 630	
23 000—23 999	2 382	89.3	285	10.7	2 667	100.0	2 420	85.7	405	14.3	2 825	
24 000—24 999	3 172	89.8	361	10.2	3 533	100.0	2 714	87.1	402	12.9	3 116	
25 000—25 999	3 645	93.4	258	6.6	3 903	100.0	3 117	89.5	365	10.5	3 482	
26 000—26 999	1 292	90.7	132	9.3	1 424	100.0	2 132	88.3	283	11.7	2 415	
27 000—27 999	1 970	93.1	146	6.9	2 116	100.0	2 398	92.1	205	7.9	2 603	
28 000—28 999	1 637	93.9	107	6.1	1 744	100.0	1 787	90.4	190	9.6	1 977	
29 000—29 999	2 319	95.9	99	4.1	2 418	100.0	2 173	94.0	139	6.0	2 312	
30 000—30 999	1 361	95.4	65	4.6	1 426	100.0	1 783	93.6	122	6.4	1 905	
31 000—31 999	958	97.0	30	3.0	988	100.0	2 068	97.1	61	2.9	2 129	
32 000—32 999	1 142	96.5	41	3.5	1 183	100.0	1 181	95.5	56	4.5	1 237	
33 000—33 999	1 005	97.1	30	2.9	1 035	100.0	969	95.6	45	4.4	1 014	
34 000—34 999	1 137	98.0	23	2.0	1 160	100.0	1 132	97.6	28	2.4	1 160	
35 000—35 999	513	98.7	7	1.3	520	100.0	742	97.5	19	2.5	761	
36 000—36 999	831	96.4	31	3.6	862	100.0	1 440	97.0	45	3.0	1 485	
37 000—37 999	343	96.6	12	3.4	355	100.0	567	98.8	7	1.2	574	
38 000—38 999	422	94.8	23	5.2	445	100.0	556	98.6	8	1.4	564	
39 000—39 999	377	95.9	16	4.1	393	100.0	676	96.0	28	4.0	704	
40 000—44 999	647	97.4	17	2.6	664	100.0	1 149	95.9	49	4.1	1 198	
45 000—49 999	87	97.8	2	2.2	89	100.0	228	98.7	3	1.3	231	
50 000 and over	16	88.9	2	11.1	18	100.0	48	98.0	1	2.0	49	
Total	168 774	67.5	81 309	32.5	250 085	100.0	162 323	67.1	79 485	32.9	241 810	
Other^c	18 089	55.3	14 613	44.7	32 703	100.0	20 858	55.8	16 538	44.2	37 397	
Grand total	186 863	66.1	95 922	33.9	282 788	100.0	183 181	65.6	96 023	34.4	279 207	

^aIncludes 3 employees in 1977 and 3 in 1978 whose sex was not specified on pay documents.^bBased on employee's annual rate of pay on December 31.^cHourly-rated employees whose scheduled weekly hours of work were fewer than 35 hours, and employees whose pay data were not available.

Source: Department of Supply and Services

ry and language group

ber and percentage of employees, by salary group and language group, 1977 and 1978

Salary group ^b	1977						1978					
	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^c	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^c
	No.	%	No.	%			No.	%	No.	%		
0— 7 499	1 148	82.8	239	17.2	1 387	1 881	24	72.7	9	27.3	33	51
0— 7 999	921	65.2	491	34.8	1 412	2 185	715	92.1	61	7.9	776	906
0— 8 499	2 183	69.1	978	30.9	3 161	4 430	825	65.5	435	34.5	1 260	2 123
0— 8 999	3 396	66.9	1 679	33.1	5 075	6 101	833	67.8	396	32.2	1 229	2 034
0— 9 499	4 005	70.3	1 690	29.7	5 695	6 546	999	68.1	467	31.9	1 466	2 165
0— 9 999	3 420	68.6	1 562	31.4	4 982	5 751	3 025	71.3	1 216	28.7	4 241	5 218
0—10 999	12 785	69.7	5 547	30.3	18 332	20 224	8 179	70.4	3 441	29.6	11 620	12 701
0—11 999	15 156	71.9	5 934	28.1	21 090	22 809	8 013	71.0	3 279	29.0	11 292	12 697
0—12 999	16 830	70.0	7 206	30.0	24 036	27 389	19 190	72.4	7 311	27.6	26 501	28 953
0—13 999	21 158	67.2	10 315	32.8	31 473	37 548	17 311	69.7	7 513	30.3	24 824	26 377
0—14 999	9 977	72.8	3 732	27.2	13 709	15 017	20 982	71.2	8 503	28.8	29 485	31 214
0—15 999	10 794	77.9	3 062	22.1	13 856	14 816	11 957	73.9	4 222	26.1	16 179	17 355
0—16 999	8 959	75.4	2 917	24.6	11 876	12 835	9 624	75.3	3 160	24.7	12 784	13 572
0—17 999	11 181	72.5	4 232	27.5	15 413	16 282	14 078	75.0	4 681	25.0	18 759	19 709
0—18 999	6 266	75.2	2 070	24.8	8 336	8 951	7 042	74.5	2 406	25.5	9 448	9 997
0—19 999	4 512	73.3	1 642	26.7	6 154	6 553	7 487	74.4	2 580	25.6	10 067	10 612
0—20 999	3 726	76.8	1 127	23.2	4 853	5 205	2 900	75.6	935	24.4	3 835	4 103
0—21 999	3 918	76.9	1 177	23.1	5 095	5 412	4 772	76.2	1 494	23.8	6 266	6 652
0—22 999	2 219	73.3	810	26.7	3 029	3 207	2 512	73.6	901	26.4	3 413	3 630
0—23 999	1 935	76.9	580	23.1	2 515	2 667	2 021	77.0	604	23.0	2 625	2 825
0—24 999	2 591	77.7	745	22.3	3 336	3 533	2 212	75.6	715	24.4	2 927	3 116
0—25 999	2 982	80.9	706	19.1	3 688	3 903	2 535	77.2	749	22.8	3 284	3 482
0—26 999	1 072	80.6	258	19.4	1 330	1 424	1 776	77.8	508	22.2	2 284	2 415
0—27 999	1 560	77.8	445	22.2	2 005	2 116	1 938	78.1	542	21.9	2 480	2 603
0—28 999	1 356	82.9	280	17.1	1 636	1 744	1 445	76.7	440	23.3	1 885	1 977
0—29 999	1 906	85.0	337	15.0	2 243	2 418	1 782	81.0	418	19.0	2 200	2 312
0—30 999	1 069	80.5	259	19.5	1 328	1 426	1 420	79.2	372	20.8	1 792	1 905
0—31 999	789	84.7	142	15.3	931	988	1 775	87.5	253	12.5	2 028	2 129
0—32 999	937	85.2	163	14.8	1 100	1 183	995	84.7	180	15.3	1 175	1 237
0—33 999	836	88.8	105	11.2	941	1 035	800	83.2	162	16.8	962	1 014
0—34 999	880	84.6	160	15.4	1 040	1 160	932	87.5	133	12.5	1 065	1 160
0—35 999	415	86.8	63	13.2	478	520	605	86.8	92	13.2	697	761
0—36 999	700	88.3	93	11.7	793	862	1 189	86.3	188	13.7	1 377	1 485
0—37 999	270	83.3	54	16.7	324	355	451	85.7	75	14.3	526	574
0—38 999	351	87.1	52	12.9	403	445	444	85.9	73	14.1	517	564
0—39 999	322	90.2	35	9.8	357	393	568	88.5	74	11.5	642	704
0—44 999	499	83.7	97	16.3	596	664	940	85.8	156	14.2	1 096	1 198
0—49 999	61	83.6	12	16.4	73	89	182	87.1	27	12.9	209	231
50 and over	8	61.5	5	38.5	13	18	32	80.0	8	20.0	40	49
total	163 093	72.8	61 001	27.2	224 094	250 085	164 510	73.7	58 779	26.3	223 289	241 810
	14 642	73.0	5 418	27.0	20 060	32 703	19 635	75.0	6 553	25.0	26 188	37 397
total	177 735	72.8	66 419	27.2	244 154	282 788	184 145	73.8	65 332	26.2	249 477	279 207

^a Official language of employee.^b On employee's annual rate of pay on Decem-^c 38 634 employees in 1977 and 29 730 in 1978 whose first official language was not specified in documents.^d Part-time employees whose scheduled weekly hours of work were fewer than 35 hours, and employees whose pay data were not available.

Department of Supply and Services

Figure 1

Employee growth by category

Percentage increase of employees by occupational category, 1973 to 1978

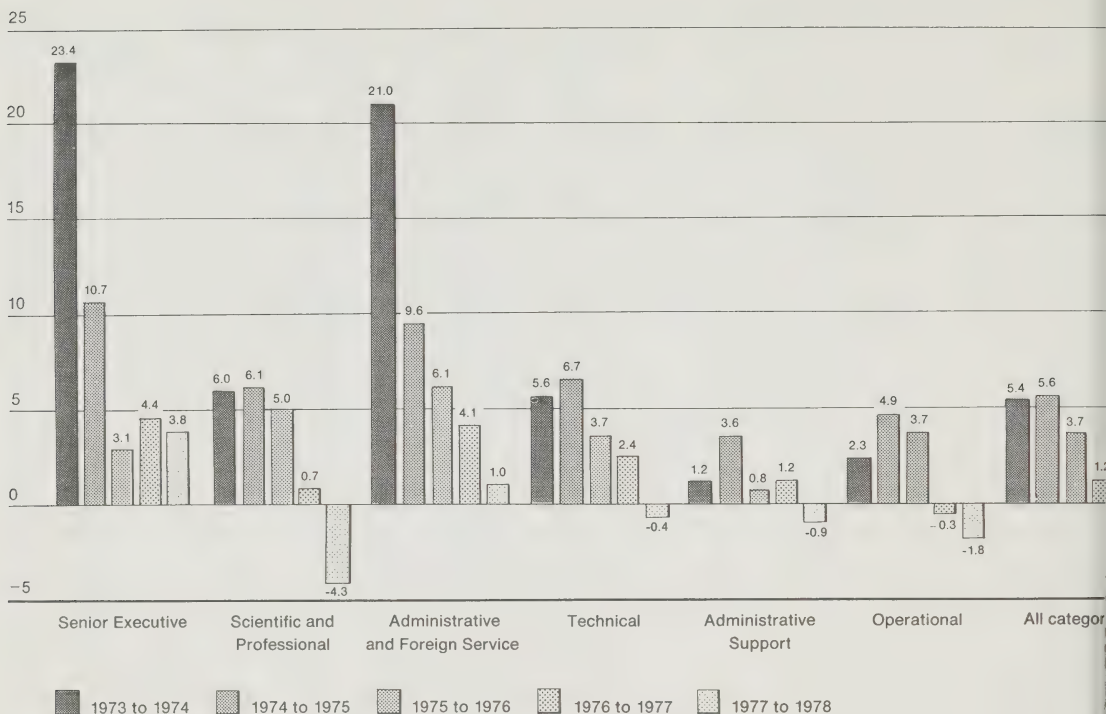


Table 12

Category and sex

Number and percentage of employees, by occupational category and sex, 1977 and 1978

Occupational category	1977						1978					
	Men		Women		Total ^a		Men		Women		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Senior Executive ^b	1 286	97.1	38	2.9	1 324	100.0	1 316	97.1	40	2.9	1 356	
Scientific and Professional	18 686	77.0	5 566	23.0	24 252	100.0	18 236	78.5	4 984	21.5	23 220	
Administrative and Foreign Service	39 916	77.9	11 341	22.1	51 257	100.0	39 631	76.5	12 141	23.5	51 772	
Technical	24 068	89.8	2 732	10.2	26 800	100.0	23 979	89.9	2 705	10.1	26 684	
Total (officer categories)^c	83 856	81.0	19 676	19.0	103 532	100.0	83 053	80.7	19 869	19.3	102 922	
Administrative Support	15 285	21.1	57 301	78.9	72 586	100.0	14 847	20.6	57 114	79.4	71 961	
Operational	87 282	82.3	18 761	17.7	106 046	100.0	85 167	81.8	18 932	18.2	104 102	
Grand total^c	186 863	66.1	95 922	33.9	282 788	100.0	183 181	65.6	96 023	34.4	279 207	

^aIncludes 3 employees in 1977 and 3 in 1978 whose sex was not specified on pay documents.

^bIncludes 101 employees in 1977 and 110 in 1978 on leave of absence or appointed in an acting capacity. These employees are not included in totals or grand total. Also includes, in 1977, 18 SXs (17 men and one woman) from the Office of the Auditor General.

^cIncludes 624 employees in 1977 and 222 in 1978 in the Public Service Staff Relations Board, and other employees whose positions have not been converted to one of the six occupational categories.

Source: PSC (Senior Executive Category) and Department of Supply and Services (all other categories)

employees

Employees in the National Capital Region as a percentage of total employees, by occupational category, 1974 to 1978

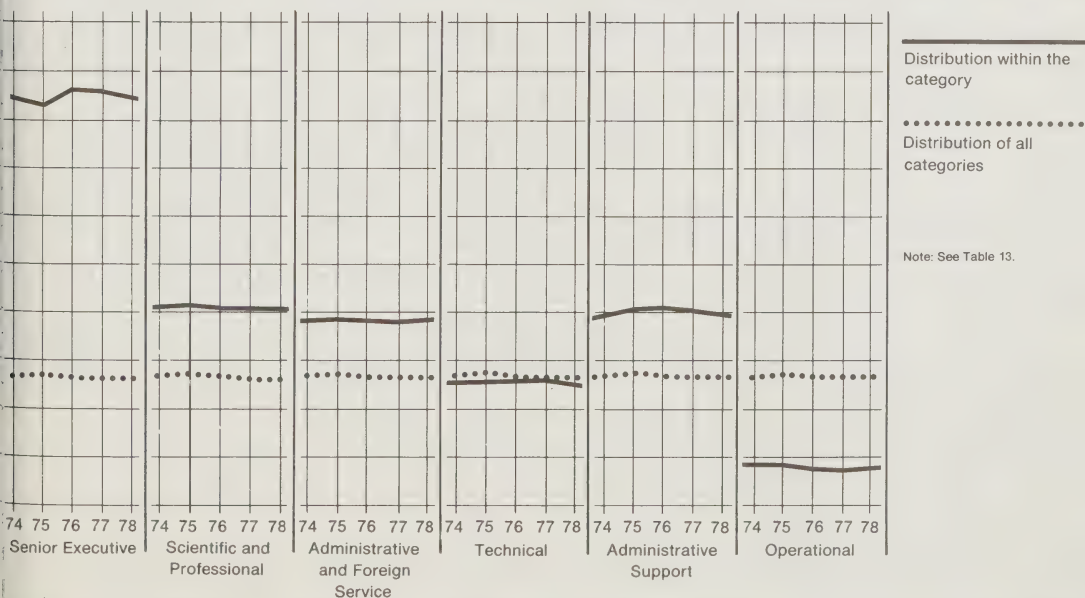


Table 13

Category and location

Number and percentage of employees, by occupational category and job location, 1977 and 1978

Occupational category	1977						1978					
	National Capital Region		Other locations		Total		National Capital Region		Other locations		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Senior Executive ^a	1 130	85.3	194	14.7	1 324	100.0	1 137	83.9	219	16.1	1 356	100.0
Scientific and Professional	9 738	40.2	14 514	59.8	24 252	100.0	9 320	40.1	13 900	59.9	23 220	100.0
Administrative and Foreign Service	19 539	38.1	31 718	61.9	51 257	100.0	19 910	38.5	31 862	61.5	51 772	100.0
Technical	6 964	26.0	19 836	74.0	26 800	100.0	6 887	25.8	19 797	74.2	26 684	100.0
Total (officer categories)^b	37 260	36.0	66 272	64.0	103 532	100.0	37 125	36.1	65 797	63.9	102 922	100.0
Administrative Support	29 293	40.4	43 294	59.6	72 586	100.0	28 635	39.8	43 326	60.2	71 961	100.0
Operational	7 750	7.3	98 296	92.7	106 046	100.0	8 140	7.8	95 962	92.2	104 102	100.0
Grand total^b	74 847	26.5	207 941	73.5	282 788	100.0	74 071	26.5	205 136	73.5	279 207	100.0

^aIncludes 101 employees in 1977 and 110 in 1978 on leave of absence or appointed in an acting capacity. These employees are not included in totals or grand total. Also includes, in 1977, 18 SXs from the Office of the Auditor General.

^bIncludes 624 employees in 1977 and 222 in 1978 in the Public Service Staff Relations Board, and other employees whose positions have not been converted to one of the six occupational categories.

Source: PSC (Senior Executive Category) and Department of Supply and Services (all other categories)

Table 14

Category and language group

Number and percentage of employees by occupational category and language group, 1977 and 1978

Occupational category	1977							1978						
	Anglophones ^a		Francophones ^a		Anglophones and Francophones		Total	Anglophones ^a		Francophones ^a		Anglophones and Francophones		Language group unknown
	No.	%	No.	%	phones	unknown		No.	%	No.	%	phones	unknown	
Senior Executive ^b	1 046	79.0	278	21.0	1 324	0	1 324	1 075	79.3	281	20.7	1 356	0	100.0
Scientific and Professional	17 907	80.1	4 437	19.9	22 344	1 908	24 252	17 185	80.7	4 106	19.3	21 291	1 929	100.0
Administrative and Foreign Service	35 081	73.4	12 743	26.6	47 824	3 433	51 257	35 236	73.4	12 799	26.6	48 035	3 737	100.0
Technical	20 214	82.0	4 441	18.0	24 655	2 145	26 800	20 055	81.9	4 421	18.1	24 476	2 208	100.0
Total (officer categories)^c	74 053	77.3	21 802	22.7	95 855	7 677	103 532	73 349	77.3	21 523	22.7	94 872	8 050	100.0
Administrative Support	44 316	69.1	19 780	30.9	64 096	8 490	72 586	43 737	69.5	19 234	30.5	62 971	8 990	100.0
Operational	59 296	70.5	24 759	29.5	84 055	21 991	106 046	66 986	73.2	24 491	26.8	91 477	12 625	100.0
Grand total^c	177 735	72.8	66 419	27.2	244 154	38 634	282 788	184 145	73.8	65 332	26.2	249 477	29 730	100.0

^aFirst official language (*but*, senior executives as claimed by employee).

^bIncludes 101 employees in 1977 and 110 in 1978 on leave of absence or appointed in an acting capacity. These employees are not included in totals or grand total. Also includes, in 1977, 18 SXs (12 anglophones and 6 francophones) from the Office of the Auditor General.

^cIncludes 624 employees in 1977 and 222 in 1978 in the Public Service Staff Relations Board, and other employees whose positions have not been converted to one of the six occupational categories.

Source: PSC (Senior Executive Category) and Department of Supply and Services (all other categories)

Category, group and sex

Number and percentage of employees, by occupational category, group and sex, 1977 and 1978

Occupational category	Group	1977						1978					
		Men		Women		Total ^a		Men		Women		Total ^a	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Executive ^b	Senior Executive (SX)	1 286	97.1	38	2.9	1 324	100.0	1 316	97.1	40	2.9	1 356	100.0
Scientific and Professional	Actuarial Science (AC)	20	95.2	1	4.8	21	100.0	20	95.2	1	4.8	21	100.0
	Agriculture (AG)	372	95.4	18	4.6	390	100.0	364	93.3	26	6.7	390	100.0
	Architecture and Town Planning (AR)	388	94.6	22	5.4	410	100.0	357	94.7	20	5.3	377	100.0
	Auditing (AU)	3 069	96.5	110	3.5	3 179	100.0	2 909	96.1	118	3.9	3 027	100.0
	Biological Sciences (BI)	749	85.5	127	14.5	876	100.0	764	86.4	120	13.6	884	100.0
	Chemistry (CH)	367	84.2	69	15.8	436	100.0	356	83.4	71	16.6	427	100.0
	Defence Scientific Service (DS)	509	96.6	18	3.4	527	100.0	512	96.1	21	3.9	533	100.0
	Dentistry (DE)	64	100.0	0	0.0	64	100.0	61	98.4	1	1.6	62	100.0
	Economics, Sociology and Statistics (ES)	2 284	86.8	348	13.2	2 632	100.0	2 192	86.1	355	13.9	2 547	100.0
	Education (ED)	1 929	51.2	1 842	48.8	3 771	100.0	1 802	51.7	1 685	48.3	3 487	100.0
	Engineering and Land Surveying (EN)	2 566	98.8	32	1.2	2 598	100.0	2 560	98.7	33	1.3	2 593	100.0
	Forestry (FO)	116	100.0	0	0.0	116	100.0	115	100.0	0	0.0	115	100.0
	Historical Research (HR)	202	75.4	66	24.6	268	100.0	213	75.3	70	24.7	283	100.0
	Home Economics (HE)	1	1.5	65	98.5	66	100.0	0	0.0	51	100.0	51	100.0
	Law (LA)	464	82.4	99	17.6	563	100.0	467	83.2	94	16.8	561	100.0
	Library Science (LS)	162	35.4	296	64.6	458	100.0	162	35.1	300	64.9	462	100.0
	Mathematics (MA)	109	77.9	31	22.1	140	100.0	101	77.1	30	22.9	131	100.0
	Medicine (MD)	351	91.6	32	8.4	383	100.0	313	90.2	34	9.8	347	100.0
	Meteorology (MT)	565	96.4	21	3.6	586	100.0	574	96.0	24	4.0	598	100.0
	Nursing (NU)	81	3.8	2 035	96.2	2 116	100.0	90	5.3	1 618	94.7	1 708	100.0
	Occupational and Physical Therapy (OP)	5	7.5	62	92.5	67	100.0	4	7.4	50	92.6	54	100.0
	Pharmacy (PH)	64	76.2	20	23.8	84	100.0	56	80.0	14	20.0	70	100.0
	Physical Sciences (PC)	552	90.0	61	10.0	613	100.0	564	89.8	64	10.2	628	100.0
	Psychology (PS)	77	77.0	23	23.0	100	100.0	76	81.7	17	18.3	93	100.0
	Scientific Regulation (SG)	497	92.2	42	7.8	539	100.0	477	92.3	40	7.7	517	100.0
	Scientific Research (SE)	2 199	97.6	54	2.4	2 253	100.0	2 205	97.4	58	2.6	2 263	100.0
	Social Work (SW)	141	76.6	43	23.4	184	100.0	140	77.8	40	22.2	180	100.0
	University Teaching (UT)	205	97.2	6	2.8	211	100.0	217	96.4	8	3.6	225	100.0
	Veterinary Science (VS)	578	96.2	23	3.8	601	100.0	565	96.4	21	3.6	586	100.0
	Total	18 686	77.0	5 566	23.0	24 252	100.0	18 236	78.5	4 984	21.5	23 220	100.0
Administrative	Administrative Services (AS)	6 066	72.3	2 322	27.7	8 388	100.0	6 213	70.4	2 613	29.6	8 826	100.0
Foreign Service	Administrative Trainee (AT)	149	60.3	98	39.7	247	100.0	111	55.8	88	44.2	199	100.0
	Commerce (CO)	1 484	94.9	79	5.1	1 563	100.0	1 539	94.8	85	5.2	1 624	100.0
	Computer Systems Administration (CS)	1 871	84.5	343	15.5	2 214	100.0	1 860	83.9	357	16.1	2 217	100.0
	Financial Administration (FI)	1 875	84.7	338	15.3	2 213	100.0	1 931	83.5	381	16.5	2 312	100.0
	Foreign Service (FS)	1 215	93.1	90	6.9	1 305	100.0	1 182	92.8	92	7.2	1 274	100.0
	Information Services (IS)	656	64.6	360	35.4	1 016	100.0	649	63.6	372	36.4	1 021	100.0
	Organization and Methods (OM)	740	89.6	86	10.4	826	100.0	719	89.3	86	10.7	805	100.0

Table 15 cont'd

Occupational category	Group	1977						1978					
		Men		Women		Total ^a		Men		Women		Total ^a	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
	Personnel Administration (PE)	2 107	71.0	860	29.0	2 967	100.0	2 081	69.0	937	31.0	3 018	100.0
	Postal Management (PL)	499	98.8	6	1.2	505	100.0	510	99.0	5	1.0	515	100.0
	Program Administration (PM)	19 741	78.3	5 483	21.7	25 224	100.0	19 311	76.9	5 807	23.1	25 118	100.0
	Purchasing and Supply (PG)	1 395	86.6	216	13.4	1 611	100.0	1 471	84.6	268	15.4	1 739	100.0
	Translation (TR)	631	49.2	652	50.8	1 283	100.0	647	48.7	682	51.3	1 329	100.0
	Welfare Programs (WP)	1 487	78.5	408	21.5	1 895	100.0	1 407	79.3	368	20.7	1 775	100.0
	Total	39 916	77.9	11 341	22.1	51 257	100.0	39 631	76.5	12 141	23.5	51 772	100.0
Technical	Air Traffic Control (AI)	2 226	98.3	39	1.7	2 265	100.0	2 209	98.2	40	1.8	2 249	100.0
	Aircraft Operations (AO)	410	99.8	1	0.2	411	100.0	434	99.5	2	0.5	436	100.0
	Drafting and Illustration (DD)	1 770	89.3	213	10.7	1 983	100.0	1 704	88.8	215	11.2	1 919	100.0
	Educational Support (EU)	40	22.9	135	77.1	175	100.0	26	20.0	104	80.0	130	100.0
	Electronics (EL)	3 141	99.5	17	0.5	3 158	100.0	3 141	99.5	17	0.5	3 158	100.0
	Engineering and Scientific Support (EG)	7 006	86.4	1 100	13.6	8 106	100.0	6 882	86.5	1 075	13.5	7 957	100.0
	General Technical (GT)	1 862	89.3	222	10.7	2 084	100.0	1 997	89.8	228	10.2	2 225	100.0
	Photography (PY)	181	91.0	18	9.0	199	100.0	171	90.5	18	9.5	189	100.0
	Primary Products Inspection (PI)	2 689	96.9	85	3.1	2 774	100.0	2 668	96.6	95	3.4	2 763	100.0
	Radio Operation (RO)	1 147	97.0	35	3.0	1 182	100.0	1 129	97.7	27	2.3	1 156	100.0
	Ships Officers (SO)	1 401	97.6	34	2.4	1 435	100.0	1 393	97.7	33	2.3	1 426	100.0
	Social Science Support (SI)	939	53.3	824	46.7	1 763	100.0	948	53.0	839	47.0	1 787	100.0
	Technical Inspection (TI)	1 256	99.3	9	0.7	1 265	100.0	1 277	99.1	12	0.9	1 289	100.0
	Total	24 068	89.8	2 732	10.2	26 800	100.0	23 979	89.9	2 705	10.1	26 684	100.0
Administrative Support	Clerical and Regulatory (CR)	13 367	25.6	38 759	74.4	52 126	100.0	12 964	24.9	39 117	75.1	52 081	100.0
	Communications (CM)	532	61.8	329	38.2	861	100.0	527	60.7	341	39.3	868	100.0
	Data Processing (DA)	885	29.7	2 095	70.3	2 980	100.0	877	28.8	2 171	71.2	3 048	100.0
	Office Equipment Operation (OE)	298	39.9	449	60.1	747	100.0	280	42.7	376	57.3	656	100.0
	Secretarial, Stenographic, Typing (ST)	202	1.3	15 659	98.7	15 861	100.0	199	1.3	15 109	98.7	15 308	100.0
	Telephone Operation (TE)	1	9.1	10	90.9	11	100.0	—	—	—	—	—	—
	Total	15 285	21.1	57 301	78.9	72 586	100.0	14 847	20.6	57 114	79.4	71 961	100.0
Operational	Correctional (CX)	4 213	98.5	65	1.5	4 278	100.0	4 481	98.3	76	1.7	4 557	100.0
	Firefighters (FR)	1 503	99.9	2	0.1	1 505	100.0	1 475	99.7	4	0.3	1 479	100.0
	General Labour and Trades (GL)	20 064	99.1	183	0.9	20 247	100.0	19 124	99.1	178	0.9	19 302	100.0
	General Services (GS)	9 956	76.5	3 058	23.5	13 016	100.0	9 575	75.5	3 111	24.5	12 686	100.0
	Heat, Power and Stationary Plant Operation (HP)	2 894	99.7	8	0.3	2 902	100.0	2 785	99.7	7	0.3	2 792	100.0
	Hospital Services (HS)	1 654	47.6	1 823	52.4	3 477	100.0	1 249	45.3	1 510	54.7	2 759	100.0
	Lightkeepers (LI)	517	98.3	9	1.7	526	100.0	480	98.0	10	2.0	490	100.0
	Postal Operations (PO)	38 227	80.9	9 012	19.1	47 239	100.0	38 050	79.8	9 609	20.2	47 659	100.0
	Printing Operations (PR)	813	66.1	417	33.9	1 230	100.0	788	65.7	411	34.3	1 199	100.0

le 15 cont'd

Occupational category	Group	1977						1978					
		Men		Women		Total ^a		Men		Women		Total ^a	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
	Revenue Postal Operations (RV)	2 372	36.3	4 162	63.7	6 535	100.0	2 124	34.7	3 986	65.2	6 113	100.0
	Ship Repair (SR)	2 768	100.0	1	0.0	2 769	100.0	2 784	99.9	4	0.1	2 788	100.0
	Ships Crews (SC)	2 301	99.1	21	0.9	2 322	100.0	2 252	98.9	26	1.1	2 278	100.0
	Total	87 282	82.3	18 761	17.7	106 046	100.0	85 167	81.8	18 932	18.2	104 102	100.0
	Grand total^c	186 863	66.1	95 922	33.9	282 788	100.0	183 181	65.6	96 023	34.4	279 207	100.0

des 3 employees in 1977 and 3 in 1978 whose was not specified on pay documents.
des 101 employees in 1977 and 110 in 1978 on of absence or appointed in an acting capacity.
e employees are not included in totals or grand
Also includes, in 1977, 18 SXs (17 men and one an) from the Office of the Auditor General.
des 624 employees in 1977 and 222 in 1978 in ublic Service Staff Relations Board, and other oyeses whose positions have not been converted e of the six occupational categories.

ce: PSC (Senior Executive Category) and rtment of Supply and Services (all other ories)

le 16

category, group and language group

number and percentage of employees, by occupational category, group and language group, 1977 and 1978

Occupational category	Group	1977						1978					
		Anglophones ^a		Francophones ^a		Anglo-phones and Franco-phones	Total ^b	Anglophones ^a		Francophones ^a		Anglo-phones and Franco-phones	Total ^b
		No.	%	No.	%			No.	%	No.	%		
Senior Executive ^c	Senior Executive (SX)	1 046	79.0	278	21.0	1 324	1 324	1 075	79.3	281	20.7	1 356	1 356
Scientific and Professional	Actuarial Science (AC)	12	60.0	8	40.0	20	21	11	52.4	10	47.6	21	21
	Agriculture (AG)	321	84.0	61	16.0	382	390	316	82.7	66	17.3	382	390
	Architecture and Town Planning (AR)	278	80.1	69	19.9	347	410	282	81.7	63	18.3	345	377
	Auditing (AU)	2 373	76.8	716	23.2	3 089	3 179	2 282	76.4	706	23.6	2 988	3 027
	Biological Sciences (BI)	746	91.3	71	8.7	817	876	746	90.8	76	9.2	822	884
	Chemistry (CH)	385	90.0	43	10.0	428	436	375	89.7	43	10.3	418	427
	Defence Scientific Service (DS)	426	84.7	77	15.3	503	527	431	83.5	85	16.5	516	533
	Dentistry (DE)	50	79.4	13	20.6	63	64	49	84.5	9	15.5	58	62
	Economics, Sociology and Statistics (ES)	2 097	85.9	344	14.1	2 441	2 632	2 042	86.4	322	13.6	2 364	2 547
	Education (ED)	1 789	53.3	1 565	46.7	3 354	3 771	1 601	54.0	1 365	46.0	2 966	3 487
	Engineering and Land Surveying (EN)	2 077	89.1	253	10.9	2 330	2 598	2 104	89.6	245	10.4	2 349	2 593
	Forestry (FO)	96	91.4	9	8.6	105	116	97	89.0	12	11.0	109	115
	Historical Research (HR)	179	72.2	69	27.8	248	268	186	70.5	78	29.5	264	283
	Home Economics (HE)	45	81.8	10	18.2	55	66	37	82.2	8	17.8	45	51
	Law (LA)	377	76.3	117	23.7	494	563	384	76.3	119	23.7	503	561
	Library Science (LS)	359	82.2	78	17.8	437	458	360	82.8	75	17.2	435	462
	Mathematics (MA)	115	87.8	16	12.2	131	140	112	87.5	16	12.5	128	131
	Medicine (MD)	284	83.3	57	16.7	341	383	263	84.8	47	15.2	310	347

Table 16 cont'd

Occupational category	Group	1977						1978					
		Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b
		No.	%	No.	%			No.	%	No.	%		
Occupational	Meteorology (MT)	478	87.2	70	12.8	548	586	502	89.8	57	10.2	559	599
	Nursing (NU)	1 478	84.4	274	15.6	1 752	2 116	1 154	86.9	174	13.1	1 328	1 602
	Occupational and Physical Therapy (OP)	52	94.5	3	5.5	55	67	39	88.6	5	11.4	44	53
	Pharmacy (PH)	66	80.5	16	19.5	82	84	52	77.6	15	22.4	67	69
	Physical Sciences (PC)	552	94.8	30	5.2	582	613	560	94.6	32	5.4	592	624
	Psychology (PS)	64	68.8	29	31.2	93	100	58	66.7	29	33.3	87	93
	Scientific Regulation (SG)	423	80.1	105	19.9	528	539	400	80.2	99	19.8	499	508
	Scientific Research (SE)	2 072	94.6	119	5.4	2 191	2 253	2 058	94.3	125	5.7	2 183	2 253
	Social Work (SW)	132	81.0	31	19.0	163	184	120	80.0	30	20.0	150	174
	University Teaching (UT)	128	72.3	49	27.7	177	211	129	66.8	64	33.2	193	237
	Veterinary Science (VS)	453	77.0	135	23.0	588	601	435	76.9	131	23.1	566	579
	Total	17 907	80.1	4 437	19.9	22 344	24 252	17 185	80.7	4 106	19.3	21 291	23 397
Administrative and Foreign Service	Administrative Services (AS)	5 520	72.0	2 148	28.0	7 668	8 388	5 812	71.5	2 320	28.5	8 132	8 908
	Administrative Trainee (AT)	148	73.3	54	26.7	202	247	115	71.9	45	28.1	160	195
	Commerce (CO)	1 211	85.3	208	14.7	1 419	1 563	1 258	85.0	222	15.0	1 480	1 622
	Computer Systems Administration (CS)	1 747	82.6	368	17.4	2 115	2 214	1 720	82.1	374	17.9	2 094	2 218
	Financial Administration (FI)	1 598	78.0	450	22.0	2 048	2 213	1 637	77.5	475	22.5	2 112	2 287
	Foreign Service (FS)	986	77.7	283	22.3	1 269	1 305	951	77.8	272	22.2	1 223	1 275
	Information Services (IS)	645	69.3	286	30.7	931	1 016	650	69.4	287	30.6	937	1 024
	Organization and Methods (OM)	618	81.0	145	19.0	763	826	625	83.0	128	17.0	753	821
	Personnel Administration (PE)	1 883	70.7	782	29.3	2 665	2 967	1 903	70.3	803	29.7	2 706	3 109
	Postal Management (PL)	321	70.1	137	29.9	458	505	338	71.0	138	29.0	476	514
	Program Administration (PM)	17 581	74.1	6 140	25.9	23 721	25 224	17 386	74.6	5 935	25.4	23 321	25 256
	Purchasing and Supply (PG)	1 294	83.3	259	16.7	1 553	1 611	1 384	82.2	300	17.8	1 684	1 733
	Translation (TR)	176	13.9	1 086	86.1	1 262	1 283	189	14.5	1 110	85.5	1 299	1 317
	Welfare Programs (WP)	1 353	77.3	397	22.7	1 750	1 895	1 268	76.5	390	23.5	1 658	1 778
	Total	35 081	73.4	12 743	26.6	47 824	51 257	35 236	73.4	12 799	26.6	48 035	51 734
Technical	Air Traffic Control (AI)	1 840	90.6	192	9.4	2 032	2 265	1 876	89.4	222	10.6	2 098	2 410
	Aircraft Operations (AO)	321	89.7	37	10.3	358	411	310	88.6	40	11.4	350	390
	Drafting and Illustration (DD)	1 457	79.8	368	20.2	1 825	1 983	1 409	79.3	367	20.7	1 776	1 913
	Educational Support (EU)	108	76.6	33	23.4	141	175	70	69.3	31	30.7	101	130
	Electronics (EL)	2 397	82.3	516	17.7	2 913	3 158	2 312	81.7	517	18.3	2 829	3 066
	Engineering and Scientific Support (EG)	6 302	83.5	1 246	16.5	7 548	8 106	6 202	83.7	1 206	16.3	7 408	7 974
	General Technical (GT)	1 534	80.9	361	19.1	1 895	2 084	1 659	82.2	360	17.8	2 019	2 253
	Photography (PY)	148	78.3	41	21.7	189	199	143	79.0	38	21.0	181	199

Occupational category	Group	1977						1978					
		Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b
		No.	%	No.	%			No.	%	No.	%		
	Primary Products Inspection (PI)	2 077	76.7	630	23.3	2 707	2 774	2 055	77.4	600	22.6	2 655	2 763
	Radio Operation (RO)	893	90.3	96	9.7	989	1 182	844	88.4	111	11.6	955	1 156
	Ships Officers (SO)	1 010	82.0	221	18.0	1 231	1 435	1 030	83.5	203	16.5	1 233	1 426
	Social Science Support (SI)	1 167	71.5	465	28.5	1 632	1 763	1 180	70.9	484	29.1	1 664	1 787
	Technical Inspection (TI)	960	80.3	235	19.7	1 195	1 265	965	80.0	242	20.0	1 207	1 289
	Total	20 214	82.0	4 441	18.0	24 655	26 800	20 055	81.9	4 421	18.1	24 476	26 684
Administrative port	Clerical and Regulatory (CR)	31 967	69.4	14 074	30.6	46 041	52 126	31 769	69.7	13 820	30.3	45 589	52 081
	Communications (CM)	665	80.3	163	19.7	828	861	663	79.8	168	20.2	831	868
	Data Processing (DA)	1 757	68.0	826	32.0	2 583	2 980	1 747	68.3	809	31.7	2 556	3 048
	Office Equipment Operation (OE)	350	64.9	189	35.1	539	747	313	65.6	164	34.4	477	656
	Secretarial, Stenographic, Typing (ST)	9 569	67.9	4 526	32.1	14 095	15 861	9 245	68.4	4 273	31.6	13 518	15 308
	Telephone Operation (TE)	8	80.0	2	20.0	10	11	—	—	—	—	—	—
	Total	44 316	69.1	19 780	30.9	64 096	72 586	43 737	69.5	19 234	30.5	62 971	71 961
Operational	Correctional (CX)	2 775	66.7	1 387	33.3	4 162	4 278	2 968	66.2	1 514	33.8	4 482	4 557
	Firefighters (FR)	1 179	86.2	189	13.8	1 368	1 505	1 180	86.6	182	13.4	1 362	1 479
	General Labour and Trades (GL)	12 871	77.1	3 816	22.9	16 687	20 247	12 728	76.9	3 826	23.1	16 554	19 302
	General Services (GS)	8 739	74.8	2 946	25.2	11 685	13 016	8 674	75.1	2 883	24.9	11 557	12 686
	Heat, Power and Stationary Plant Operation (HP)	2 065	78.1	578	21.9	2 643	2 902	2 049	78.3	567	21.7	2 616	2 792
	Hospital Services (HS)	1 947	63.9	1 102	36.1	3 049	3 477	1 603	66.0	825	34.0	2 428	2 759
	Lightkeepers (LI)	430	89.4	51	10.6	481	526	405	89.8	46	10.2	451	490
	Postal Operations (PO)	22 746	64.4	12 586	35.6	35 332	47 239	31 224	71.0	12 730	29.0	43 954	47 659
	Printing Operations (PR)	504	41.7	706	58.3	1 210	1 230	471	40.8	682	59.2	1 153	1 199
	Revenue Postal Operations (RV)	2 111	68.9	951	31.1	3 062	6 535	1 860	68.4	860	31.6	2 720	6 113
	Ship Repair (SR)	2 379	97.8	54	2.2	2 433	2 769	2 358	98.2	44	1.8	2 402	2 788
	Ships Crews (SC)	1 550	79.8	393	20.2	1 943	2 322	1 466	81.5	332	18.5	1 798	2 278
	Total	59 296	70.5	24 759	29.5	84 055	106 046	66 986	73.2	24 491	26.8	91 477	104 102
	Grand total^d	177 735	72.8	66 419	27.2	244 154	282 788	184 145	73.8	65 332	26.2	249 477	279 207

^a Official language (*but*, senior executives, as decided by employee).
^b Figures are not always equal to the sum of anglophones and francophones employees because the first official language was not specified on pay documents for 38 634 employees in 1977 and 29 730 in 1978.

^c Includes 101 employees in 1977 and 110 in 1978 on leave of absence or appointed in an acting capacity. These employees are not included in totals or grand totals. Also includes, in 1977, 18 SXs (12 anglophones and 6 francophones) from the Office of the Auditor General.

^d Includes 624 employees in 1977 and 222 in 1978 in the Public Service Staff Relations Board, and employees whose positions have not been converted to the new system of the six occupational categories.

^e Code: PSC (Senior Executive Category) and Department of Supply and Services (all other categories).

Table 17

Senior executives, equivalents and sex

Number and percentage of employees in the Senior Executive Category and equivalent groups and levels, by sex, 1977 and 1978

	1977						1978					
	Men		Women		Total		Men		Women		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
SX and equivalents												
SX 1	633	96.1	26	3.9	659	100.0	655	96.6	23	3.4	678	
SX 2	474	98.1	9	1.9	483	100.0	480	97.6	12	2.4	492	
SX 3	166	98.2	3	1.8	169	100.0	169	97.1	5	2.9	174	
SX 4	13	100.0	0	0.0	13	100.0	12	100.0	0	0.0	12	
Total^a	1 286	97.1	38	2.9	1 324	100.0	1 316	97.1	40	2.9	1 356	
SX equivalents	466	97.9	10	2.1	476	100.0	418	98.6	6	1.4	424	
Grand total	1 752	97.3	48	2.7	1 800	100.0	1 734	97.4	46	2.6	1 780	

^aIncludes 101 employees in 1977 and 110 in 1978 on leave of absence or appointed in an acting capacity. Also includes, in 1977, 18 SXs (17 men and one woman) from the Office of the Auditor General.

Table 18

Senior executives, equivalents and language group

Number and percentage of employees in the Senior Executive Category and equivalent groups and levels, by language group, 1977 and 1978

	1977						1978					
	Anglophones ^a		Francophones ^a		Total		Anglophones ^a		Francophones ^a		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
SX and equivalents												
SX 1	523	79.4	136	20.6	659	100.0	532	78.5	146	21.5	678	
SX 2	387	80.1	96	19.9	483	100.0	402	81.7	90	18.3	492	
SX 3	127	75.1	42	24.9	169	100.0	131	75.3	43	24.7	174	
SX 4	9	69.2	4	30.8	13	100.0	10	83.3	2	16.7	12	
Total^b	1 046	79.0	278	21.0	1 324	100.0	1 075	79.3	281	20.7	1 356	
SX equivalents	431	90.5	45	9.5	476	100.0	385	90.8	39	9.2	424	
Grand total	1 477	82.1	323	17.9	1 800	100.0	1 460	82.0	320	18.0	1 780	

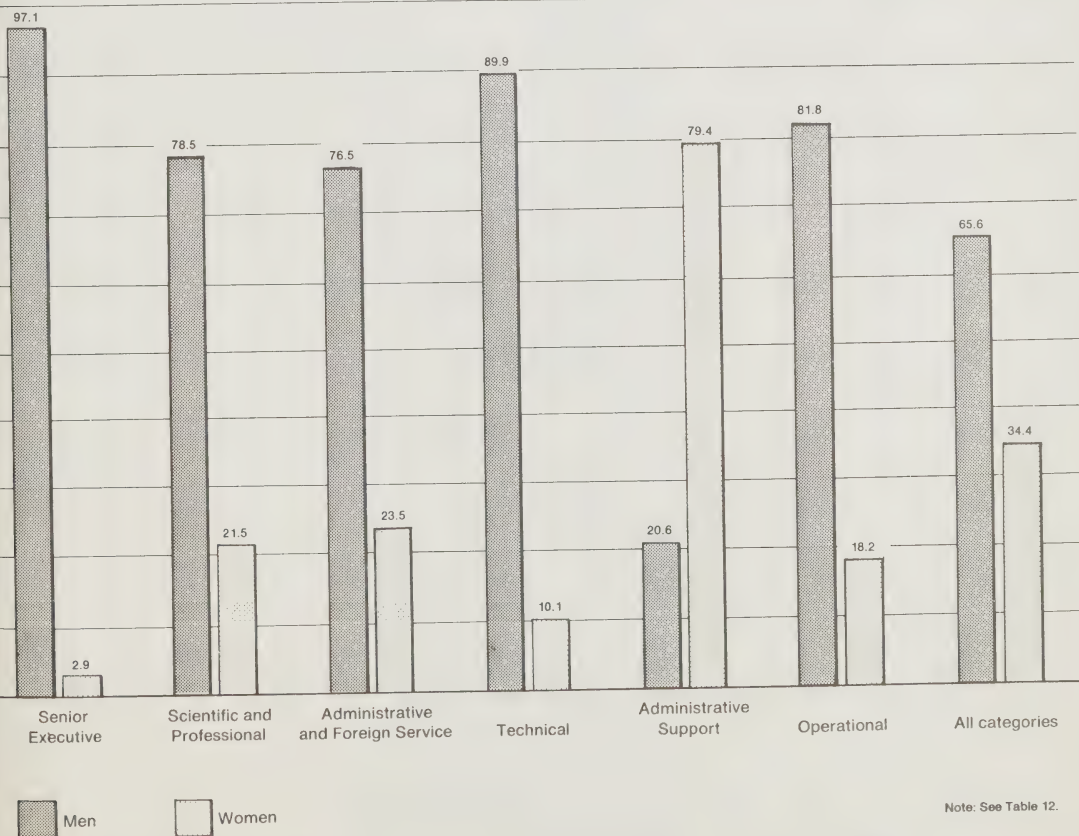
^aAs claimed by the employee.

^bIncludes 101 senior executives and equivalents in 1977 and 110 in 1978 on leave of absence or appointed in an acting capacity. Also includes, in 1977, 18 SXs (12 anglophones and 6 francophones) from the Office of the Auditor General.

Figure 3

Category and sex

Percentage of employees by occupational category and sex, 1978



Note: See Table 12.

Table 19

Women in the Senior Executive CategoryNumber and percentage of women in the Senior Executive Category^a, by department, 1978

Department	Women		Total employees in category
	No.	%	
Public Service Staff Relations Board	1	16.7	
Canadian Radio-Television and Telecommunications Commission	1	12.5	
Science and Technology	2	10.5	
Departments with fewer than 100 employees	4	10.0	
Treasury Board	9	10.0	
Veterans' Affairs	1	8.3	
National Health and Welfare	4	7.3	
Consumer and Corporate Affairs	2	6.5	
Anti-Inflation Board	1	6.3	
Finance	2	4.8	
Regional Economic Expansion	2	4.5	
Statistics Canada	1	3.8	
Secretary of State	1	3.7	
Indian Affairs and Northern Development	2	3.1	
Public Service Commission	1	3.1	
Communications	1	2.8	
Employment and Immigration	2	2.4	
Supply and Services	1	1.4	
Fisheries and Environment	1	1.2	
Industry, Trade and Commerce	1	1.2	
Agriculture	0	0.0	
Canadian International Development Agency	0	0.0	
Canadian Penitentiary Service	0	0.0	
Canadian Transport Commission	0	0.0	
Energy, Mines and Resources	0	0.0	
External Affairs	0	0.0	
Insurance	0	0.0	
Justice	0	0.0	
Labour	0	0.0	
National Defence (Civilian)	0	0.0	
National Energy Board	0	0.0	
National Museums of Canada	0	0.0	
National Parole Board	0	0.0	
Post Office	0	0.0	
Privy Council	0	0.0	
Public Archives	0	0.0	
Public Works	0	0.0	
Revenue Canada (Customs, Excise, Taxation)	0	0.0	
Solicitor General	0	0.0	
Tariff Board	0	0.0	
Transport	0	0.0	
Urban Affairs	0	0.0	

^aIncludes 110 employees on leave of absence or appointed in an acting capacity. Although some executives are seconded to other departments, percentages are calculated on employee's home department.

Table 20

Women in senior executive equivalent groups and levels

Number and percentage of women in senior executive (SX) equivalent groups and levels, by department, 1978

Department	Women		Total SX equivalents
	No.	%	
National Museums of Canada	1	20.0	5
Justice	2	4.8	42
Statistics Canada	1	4.2	24
National Health and Welfare	2	3.2	63
Agriculture	0	0.0	48
Canadian Penitentiary Service	0	0.0	1
Canadian Pension Commission	0	0.0	2
Canadian Radio-Television and Telecommunications Commission	0	0.0	4
Canadian Transport Commission	0	0.0	3
Communications	0	0.0	6
Consumer and Corporate Affairs	0	0.0	3
Departments with fewer than 100 employees	0	0.0	2
Employment and Immigration	0	0.0	2
Energy, Mines and Resources	0	0.0	28
External Affairs	0	0.0	65
Fisheries and Environment	0	0.0	51
Finance	0	0.0	1
Indian Affairs and Northern Development	0	0.0	6
Industry, Trade and Commerce	0	0.0	26
National Defence (Civilian)	0	0.0	4
National Energy Board	0	0.0	5
National Parole Board	0	0.0	1
Public Archives	0	0.0	1
Public Service Commission	0	0.0	1
Public Service Staff Relations Board	0	0.0	2
Public Works	0	0.0	10
Regional Economic Expansion	0	0.0	5
Revenue Canada (Customs, Excise, Taxation)	0	0.0	6
Science and Technology	0	0.0	1
Solicitor General	0	0.0	1
Transport	0	0.0	4
Veterans' Affairs	0	0.0	1

Table 21

Women in the Scientific and Professional CategoryNumber and percentage of women in the Scientific and Professional Category^a, by department, 1978

Department	Women		Total employees in category
	No.	%	
Federal Court	1	100.0	
Veterans' Affairs	603	84.8	7
National Library	112	65.9	1
National Health and Welfare	1 174	53.1	2 2
Public Service Commission	649	51.8	1 2
Royal Canadian Mounted Police (Civilian)	3	50.0	
Indian Affairs and Northern Development	964	39.7	2 4
External Affairs	12	38.7	
National Parole Board	1	33.3	
Secretary of State	12	31.6	
Solicitor General	11	31.4	
Public Archives	28	27.7	1
National Museums of Canada	27	26.7	1
Canadian Penitentiary Service	125	25.0	5
Science and Technology	3	25.0	
Industry, Trade and Commerce	15	21.1	
Statistics Canada	156	20.4	7
Treasury Board	12	19.0	
Justice	90	18.4	4
National Defence (Civilian)	265	16.7	1 5
Privy Council Office	1	16.7	
Employment and Immigration	34	15.9	2
Departments with fewer than 100 Employees	6	14.3	
Finance	31	14.3	2
Regional Economic Expansion	10	13.7	
Canadian Grain Commission	3	13.6	
Urban Affairs	5	13.2	
Canadian Pension Commission	5	12.2	
Canadian Radio-Television and Telecommunications Commission	3	8.6	
Bureau of Pensions Advocates	3	8.3	
Canadian International Development Agency	4	8.2	
Post Office	7	7.8	
Consumer and Corporate Affairs	20	7.5	2
National Energy Board	9	7.3	1
Canadian Transport Commission	12	6.9	1
Agriculture	133	6.1	2 1
Energy, Mines and Resources	67	6.1	1 0
Labour	3	6.1	
Fisheries and Environment	175	5.9	2 9
Supply and Services	18	5.5	3
Anti-Inflation Board	1	5.0	
Communications	14	4.4	3
Revenue Canada (Customs, Excise, Taxation)	111	4.0	2 7
Transport	28	3.5	7
Public Works	17	2.8	6
Insurance	0	0.0	
Prairie Farm Rehabilitation Administration	0	0.0	

^aSX equivalents belonging to this category are also shown in Table 20.

Source: Department of Supply and Services

Table 22

Women in the Administrative and Foreign Service CategoryNumber and percentage of women in the Administrative and Foreign Service Category^a, by department, 1978

Department	Women		Total employees in category
	No.	%	
Secretary of State	1 002	50.5	1 984
National Museums of Canada	84	44.2	190
National Library	11	44.0	25
Justice	23	42.6	54
Royal Canadian Mounted Police (Civilian)	67	40.6	165
National Parole Board	31	40.3	77
Public Service Commission	303	38.3	791
Finance	38	34.2	111
National Health and Welfare	464	34.0	1 366
Science and Technology	21	33.9	62
Anti-Inflation Board	66	33.2	199
Privy Council	23	32.4	71
Canadian Pension Commission	10	32.3	31
Consumer and Corporate Affairs	203	30.2	673
Employment and Immigration	3 190	29.3	10 879
Solicitor General	23	29.1	79
Departments with fewer than 100 employees	88	28.5	309
Urban Affairs	13	28.3	46
Communications	108	27.4	394
Canadian Radio-Television and Telecommunications Commission	46	25.7	179
National Energy Board	15	25.4	59
Labour	76	24.9	305
Treasury Board	85	24.4	349
Indian Affairs and Northern Development	553	24.3	2 276
Energy, Mines and Resources	77	24.2	318
Statistics Canada	157	23.9	657
Canadian International Development Agency	109	22.1	494
Supply and Services	637	21.7	2 934
Canadian Transport Commission	47	21.4	220
Fisheries and Environment	251	20.6	1 216
Revenue Canada (Customs, Excise, Taxation)	2 398	20.4	11 738
Agriculture	133	18.5	720
Veterans' Affairs	103	17.8	579
Transport	365	17.2	2 118
Federal Court	8	17.0	47
Insurance	19	17.0	112
Canadian Penitentiary Service	278	16.7	1 666
National Defence (Civilian)	241	15.4	1 563
Public Works	174	15.4	1 131
Regional Economic Expansion	78	15.0	519
Public Archives	16	14.2	113
External Affairs	129	12.7	1 012
Industry, Trade and Commerce	172	12.7	1 359
Post Office	199	8.1	2 442
Canadian Grain Commission	2	7.4	27
Veterans' Land Administration	5	4.7	106
Bureau of Pensions Advocates	0	0.0	7

^aSX equivalents belonging to this category are also shown in Table 20.

Source: Department of Supply and Services

Table 23

Women in the Technical Category

Number and percentage of women in the Technical Category, by department, 1978

Department	Women		Total employees in category
	No.	%	
Bureau of Pensions Advocates	1	100.0	
Science and Technology	5	100.0	
National Library	33	86.8	38
Secretary of State	21	75.0	28
Urban Affairs	3	75.0	4
Veterans' Affairs	46	73.0	63
Privy Council	2	66.7	3
Solicitor General	2	66.7	3
Justice	24	63.2	38
Anti-Inflation Board	15	57.7	26
Treasury Board	7	53.8	13
Labour	16	51.6	31
Finance	18	46.2	39
Departments with fewer than 100 employees	8	44.4	18
Employment and Immigration	24	42.1	57
National Health and Welfare	303	39.5	766
Statistics Canada	276	37.9	728
Public Archives	43	36.4	118
Royal Canadian Mounted Police (Civilian)	22	36.1	61
Regional Economic Expansion	12	34.3	35
Public Service Commission	61	32.6	187
National Energy Board	11	31.4	35
Canadian International Development Agency	4	30.8	13
Revenue Canada (Customs, Excise, Taxation)	10	29.4	34
Industry, Trade and Commerce	17	28.3	60
National Museums of Canada	63	24.9	253
Indian Affairs and Northern Development	258	22.1	1 166
Canadian Penitentiary Service	48	20.3	236
Canadian Radio-Television and Telecommunications Commission	3	18.8	16
Supply and Services	17	14.9	113
Agriculture	475	13.5	3 511
Canadian Transport Commission	9	12.9	70
Energy, Mines and Resources	111	10.1	1 099
External Affairs	10	9.4	107
Canadian Grain Commission	27	7.9	344
Fisheries and Environment	321	7.6	4 222
Communications	33	5.1	644
Post Office	8	4.9	161
Consumer and Corporate Affairs	20	3.8	531
National Defence (Civilian)	103	3.7	2 781
Public Works	40	3.5	1 121
Transport	175	2.2	7 891

Source: Department of Supply and Services

Table 24

Women in the Administrative Support Category

Number and percentage of women in the Administrative Support Category, by department, 1978

Department	Women		Total employees in category
	No.	%	
Science and Technology	43	93.5	46
Royal Canadian Mounted Police (Civilian)	2 531	93.0	2 721
Justice	409	91.5	447
Urban Affairs	56	90.3	62
Treasury Board	203	90.2	225
National Energy Board	96	89.7	107
Secretary of State	984	88.9	1 107
Public Service Commission	742	87.1	852
National Parole Board	132	86.8	152
Industry, Trade and Commerce	651	86.6	752
Communications	548	86.3	635
Finance	211	86.1	245
Regional Economic Expansion	388	85.3	455
Agriculture	1 481	85.0	1 743
National Museums of Canada	160	84.7	189
Labour	225	84.0	268
Indian Affairs and Northern Development	1 835	83.7	2 193
Canadian Penitentiary Service	1 191	83.1	1 434
Consumer and Corporate Affairs	719	82.5	871
Canadian International Development Agency	311	82.3	378
Departments with fewer than 100 employees	336	82.2	409
National Health and Welfare	3 050	81.1	3 762
Employment and Immigration	9 492	80.9	11 733
National Library	178	80.9	220
Canadian Grain Commission	118	80.8	146
Post Office	2 291	80.8	2 834
Solicitor General	72	80.0	90
Privy Council Office	122	79.7	153
National Defence (Civilian)	6 875	79.6	8 636
Revenue Canada (Customs, Excise, Taxation)	7 249	79.6	9 108
Canadian Transport Commission	257	79.1	325
Anti-Inflation Board	132	79.0	167
Insurance	49	79.0	62
Canadian Pension Commission	198	78.9	251
Canadian Radio-Television and Telecommunications Commission	130	78.3	166
Fisheries and Environment	1 633	77.9	2 095
Prairie Farm Rehabilitation Administration	77	77.0	100
Energy, Mines and Resources	595	76.0	783
Bureau of Pensions Advocates	66	75.9	87
Public Works	1 086	75.0	1 448
Statistics Canada	1 808	73.0	2 476
Transport	2 415	72.7	3 323
Supply and Services	3 709	71.2	5 209
Veterans' Affairs	885	69.6	1 271
Federal Court	51	68.0	75
Veterans' Land Administration	91	67.4	135
External Affairs	1 053	62.0	1 699
Public Archives	179	56.8	315

Source: Department of Supply and Services

Table 25

Women in the Operational Category

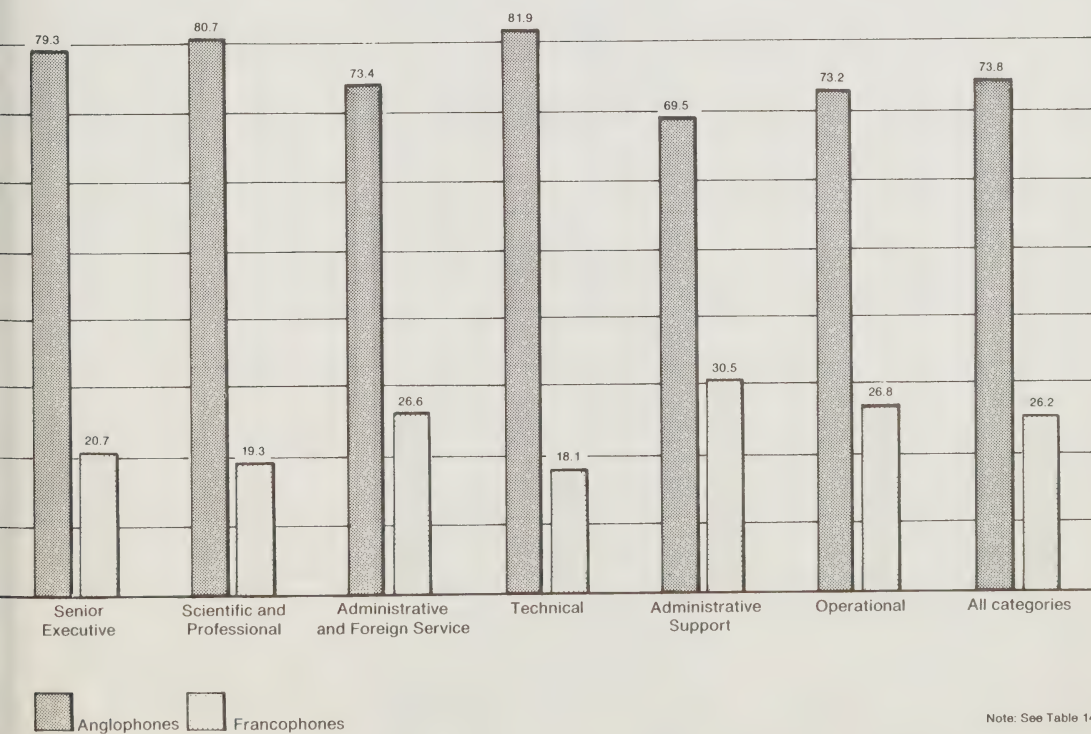
Number and percentage of women in the Operational Category, by department, 1978

Department	Women		Total employees in category
	No.	%	
National Health and Welfare	652	54.7	1 181
Veterans' Land Administration	17	50.0	34
Veterans' Affairs	648	37.8	1 714
Supply and Services	411	27.0	1 521
Royal Canadian Mounted Police (Civilian)	108	25.2	428
Justice	2	25.0	8
Post Office	13 618	24.6	55 318
Departments with fewer than 100 employees	11	18.6	59
Indian Affairs and Northern Development	357	15.4	2 318
Privy Council	2	12.5	16
Employment and Immigration	10	11.5	87
Public Works	515	11.5	4 478
National Defence (Civilian)	2 236	10.8	20 618
National Library	1	9.1	11
National Museums of Canada	20	8.5	235
Agriculture	85	5.3	1 603
Revenue Canada (Customs, Excise, Taxation)	12	4.7	255
Public Archives	1	2.7	37
Fisheries and Environment	24	2.4	1 000
Canadian Penitentiary Service	138	2.3	6 118
External Affairs	3	1.5	193
Canadian Grain Commission	6	1.4	428
Transport	54	0.9	5 718
Energy, Mines and Resources	1	0.3	318
Anti-Inflation Board	0	0.0	0
Canadian International Development Agency	0	0.0	0
Canadian Radio-Television and Telecommunications Commission	0	0.0	0
Canadian Transport Commission	0	0.0	0
Communications	0	0.0	0
Consumer and Corporate Affairs	0	0.0	0
Federal Court	0	0.0	0
Finance	0	0.0	0
Industry, Trade and Commerce	0	0.0	0
Labour	0	0.0	0
National Energy Board	0	0.0	0
Public Service Commission	0	0.0	0
Regional Economic Expansion	0	0.0	0
Science and Technology	0	0.0	0
Secretary of State	0	0.0	0
Solicitor General	0	0.0	0
Statistics Canada	0	0.0	0
Treasury Board	0	0.0	0

Source: Department of Supply and Services

ory and language group

centage of employees by occupational category and language group, 1978



Note: See Table 14.

Table 26

Francophones in the Senior Executive CategoryNumber and percentage of francophones in the Senior Executive Category^a, by department,

Department	Francophones ^b		Total employees in category
	No.	%	
Secretary of State	16	59.3	
National Parole Board	1	50.0	
Public Archives	1	50.0	
Canadian International Development Agency	14	43.8	
Departments with fewer than 100 employees	14	35.0	
Transport	26	28.9	
Public Service Commission	9	28.1	
Treasury Board	24	26.7	
Urban Affairs	4	26.7	
Canadian Penitentiary Services	6	26.1	
Employment and Immigration	21	25.3	
Canadian Radio-Television and Telecommunications Commission	2	25.0	
Communications	9	25.0	
Labour	4	25.0	
National Health and Welfare	13	23.6	
Regional Economic Expansion	10	22.7	
Solicitor General	2	20.0	
Supply and Services	13	18.6	
Post Office	7	18.0	
Revenue Canada (Customs, Excise, Taxation)	10	16.9	
Public Service Staff Relations Board	1	16.7	
Public Works	8	16.3	
Agriculture	5	16.1	
Consumer and Corporate Affairs	5	16.1	
Indian Affairs and Northern Development	10	15.6	
Canadian Transport Commission	2	15.4	
Statistics Canada	4	15.4	
Industry, Trade and Commerce	13	15.3	
Fisheries and Environment	11	13.4	
National Energy Board	1	12.5	
Privy Council	3	11.5	
External Affairs	1	11.1	
Science and Technology	2	10.5	
Finance	4	9.5	
Energy, Mines and Resources	3	9.1	
National Defence (Civilian)	2	8.3	
Anti-Inflation Board	0	0.0	
Insurance	0	0.0	
Justice	0	0.0	
National Museums of Canada	0	0.0	
Tariff Board	0	0.0	
Veterans' Affairs	0	0.0	

^aIncludes 110 employees on leave of absence or appointed in an acting capacity. Although some executives are seconded to other departments, percentages are calculated on employee's home department.

^bAs claimed by employee.

Table 27

Francophones in senior executive equivalent groups and levels

Number and percentage of francophones in senior executive (SX) equivalent groups and levels, by department, 1978

Department	Francophones ^a		Total SX equivalents
	No.	%	
Public Service Commission	1	100.0	1
Employment and Immigration	1	50.0	2
National Museums of Canada	2	40.0	5
Regional Economic Expansion	2	40.0	5
Consumer and Corporate Affairs	1	33.3	3
External Affairs	12	18.5	65
Indian Affairs and Northern Development	1	16.7	6
Revenue Canada (Customs, Excise, Taxation)	1	16.7	6
Justice	6	14.3	42
Statistics Canada	3	12.5	24
National Health and Welfare	4	6.4	63
Agriculture	3	6.3	48
Fisheries and Environment	2	3.9	51
Canadian Penitentiary Service	0	0.0	1
Canadian Pension Commission	0	0.0	2
Canadian Radio-Television and Telecommunications Commission	0	0.0	4
Canadian Transport Commission	0	0.0	3
Communications	0	0.0	6
Departments with fewer than 100 employees	0	0.0	2
Energy, Mines and Resources	0	0.0	28
Finance	0	0.0	1
Industry, Trade and Commerce	0	0.0	26
National Defence (Civilian)	0	0.0	4
National Energy Board	0	0.0	5
National Parole Board	0	0.0	1
Public Archives	0	0.0	1
Public Service Staff Relations Board	0	0.0	2
Public Works	0	0.0	10
Science and Technology	0	0.0	1
Solicitor General	0	0.0	1
Transport	0	0.0	4
Veterans' Affairs	0	0.0	1

^aAs claimed by employee.

Table 28

Francophones in the Scientific and Professional CategoryNumber and percentage of francophones in the Scientific and Professional Category^a, by department, 1977

Department	Francophones ^b		Anglophones and Francophones ^b	Total employees in category
	No.	% ^c		
Public Service Commission	999	82.1	1 217	1 256
Insurance	7	41.2	17	1
Privy Council Office	2	33.3	6	6
Treasury Board	19	32.8	58	6
Canadian International Development Agency	15	31.3	48	4
Canadian Penitentiary Service	143	29.9	478	50
Regional Economic Expansion	17	26.6	64	7
Public Archives	25	25.8	97	10
Supply and Services	83	25.4	327	32
Departments with fewer than 100 employees	3	25.0	12	4
Employment and Immigration	49	24.7	198	21
Secretary of State	9	24.3	37	3
Revenue Canada (Customs, Excise, Taxation)	633	23.3	2 712	2 74
Justice	102	22.9	445	49
National Defence (Civilian)	319	21.9	1 458	1 58
Veterans' Affairs	128	20.5	624	71
Finance	40	19.5	205	21
National Library	31	18.7	166	17
Royal Canadian Mounted Police (Civilian)	1	16.7	6	6
Public Works	93	16.0	583	60
Solicitor General	5	15.2	33	3
Agriculture	296	13.9	2 133	2 19
Indian Affairs and Northern Development	265	13.9	1 912	2 42
Statistics Canada	105	13.9	754	76
Canadian Radio-Television and Telecommunications Commission	4	13.3	30	3
External Affairs	4	12.9	31	3
National Health and Welfare	236	12.9	1 834	2 21
National Museums of Canada	13	12.9	101	10
Bureau of Pensions Advocates	4	11.8	34	3
Canadian Transport Commission	20	11.6	173	17
Communications	35	11.5	305	31
Industry, Trade and Commerce	7	11.1	63	7
Transport	71	11.1	639	79
Consumer and Corporate Affairs	28	10.6	263	26
Post Office	8	9.1	88	9
Labour	4	8.2	49	4
Canadian Pension Commission	3	7.7	39	4
Fisheries and Environment	210	7.5	2 798	2 97
Energy, Mines and Resources	64	6.0	1 065	1 09
National Energy Board	6	5.1	118	12
Anti-Inflation Board	0	0.0	1	2
Canadian Grain Commission	0	0.0	20	2
Federal Court	0	0.0	0	0
National Parole Board	0	0.0	3	0
Prairie Farm Rehabilitation Administration	0	0.0	35	7
Science and Technology	0	0.0	12	1
Urban Affairs	0	0.0	0	3

^a SX equivalents belonging to this category are also shown in Table 27.^b First official language of employee.^c Percentage of francophones is calculated from the number of employees whose first official language is known.

Source: Department of Supply and Services

Table 29**Francophones in the Administrative and Foreign Service Category**Number and percentage of francophones in the Administrative and Foreign Service Category^a, by department, 1978

Department	Francophones ^b		Anglophones and Francophones ^b	Total employees in category
	No.	% ^c		
Urban Affairs	1	100.0	1	46
Anti-Inflation Board	3	75.0	4	199
Secretary of State	1 344	69.3	1 938	1 984
Public Service Commission	351	47.3	742	791
Canadian International Development Agency	205	44.1	465	494
Canadian Radio-Television and Telecommunications Commission	76	43.9	173	179
Departments with fewer than 100 employees	92	40.5	227	309
National Parole Board	29	37.7	77	77
Finance	30	32.6	92	111
Post Office	722	31.0	2 331	2 442
Privy Council Office	21	30.0	70	71
Employment and Immigration	2 921	29.8	9 799	10 879
Canadian Penitentiary Service	472	29.1	1 620	1 666
Communications	107	28.6	374	394
Public Archives	32	28.6	112	113
Statistics Canada	180	28.2	638	657
Regional Economic Expansion	129	27.9	463	519
National Museums of Canada	52	27.8	187	190
Canadian Transport Commission	58	27.0	215	220
External Affairs	259	26.4	980	1 012
Consumer and Corporate Affairs	164	24.7	665	673
Solicitor General	16	24.6	65	79
Justice	12	24.0	50	54
Supply and Services	665	23.1	2 885	2 934
Science and Technology	14	23.0	61	62
Treasury Board	75	22.8	329	349
Revenue Canada (Customs, Excise, Taxation)	2 575	22.7	11 340	11 738
National Library	5	21.7	23	25
Public Works	231	21.3	1 087	1 131
National Health and Welfare	260	20.9	1 247	1 366
Labour	59	19.6	301	305
Fisheries and Environment	214	19.3	1 106	1 216
Veterans' Affairs	103	18.9	546	579
Transport	303	18.5	1 642	2 118
Royal Canadian Mounted Police (Civilian)	26	17.7	147	165
Energy, Mines and Resources	53	17.5	303	318
Agriculture	119	17.3	688	720
National Defence (Civilian)	253	17.2	1 467	1 563
Indian Affairs and Northern Development	326	16.7	1 953	2 276
Industry, Trade and Commerce	211	16.4	1 288	1 359
Insurance	16	14.5	110	112
Canadian Pension Commission	4	13.8	29	31
National Energy Board	6	10.5	57	59
Veterans' Land Administration	4	3.8	106	106
Canadian Grain Commission	1	3.7	27	27
Bureau of Pensions Advocates	0	0.0	5	7
Federal Court	0	0.0	0	47

^aSX equivalents belonging to this category are also shown in Table 27.^bFirst official language of employee.^cPercentage of francophones is calculated from the number of employees whose first official language is known.

Source: Department of Supply and Services

Table 30

Francophones in the Technical Category

Number and percentage of francophones in the Technical Category, by department, 1978

Department	Francophones ^a		Anglophones and Francophones ^a	Total employees in category
	No.	% ^b		
Secretary of State	20	71.4	28	1
Public Service Commission	122	66.3	184	18
Canadian International Development Agency	7	58.3	12	1
Departments with fewer than 100 employees	3	50.0	6	1
Privy Council	1	50.0	2	1
Canadian Radio-Television and Telecommunications Commission	7	46.7	15	1
Treasury Board	6	46.2	13	1
Revenue Canada (Customs, Excise, Taxation)	12	35.3	34	1
Finance	13	34.2	38	1
Justice	13	34.2	38	1
Post Office	48	33.8	142	16
Solicitor General	1	33.3	3	1
Statistics Canada	238	33.1	720	73
Public Archives	38	33.0	115	11
Regional Economic Expansion	11	32.4	34	1
Industry, Trade and Commerce	16	26.7	60	1
Employment and Immigration	14	26.4	53	1
Consumer and Corporate Affairs	134	25.5	526	53
Supply and Services	28	25.0	112	11
Canadian Penitentiary Service	55	24.3	226	23
National Library	9	23.7	38	1
Public Works	235	21.7	1 082	1 11
Communications	130	20.6	632	64
Energy, Mines and Resources	214	19.9	1 074	1 08
Agriculture	664	19.8	3 348	3 51
National Defence (Civilian)	527	19.8	2 667	2 71
National Health and Welfare	121	17.5	691	70
Veterans' Affairs	10	17.5	57	1
External Affairs	18	17.0	106	10
Transport	1 075	15.8	6 814	7 88
National Museums of Canada	37	14.7	252	25
Indian Affairs and Northern Development	135	14.3	946	1 10
Royal Canadian Mounted Police (Civilian)	7	12.3	57	1
Fisheries and Environment	427	11.0	3 884	4 21
Labour	3	9.7	31	1
National Energy Board	3	9.1	33	1
Canadian Transport Commission	6	8.7	69	1
Canadian Grain Commission	13	4.0	328	34
Anti-Inflation Board	0	0.0	0	1
Bureau of Pensions Advocates	0	0.0	1	1
Science and Technology	0	0.0	5	1
Urban Affairs	0	0.0	0	1

^aFirst official language of employee.^bPercentage of francophones is calculated from the number of employees whose first official language is known.

Source: Department of Supply and Services

Table 31**Francophones in the Administrative Support Category**

Number and percentage of francophones in the Administrative Support Category, by department, 1978

Department	Francophones ^a		Anglophones and Francophones ^a	Total employees in category
	No.	% ^b		
Anti-Inflation Board	2	100.0	2	167
Federal Court	1	100.0	1	75
Secretary of State	742	70.3	1 056	1 107
Public Service Commission	539	67.0	805	852
Canadian Radio-Television and Telecommunications Commission	100	64.9	154	166
Canadian International Development Agency	208	57.6	361	378
Treasury Board	122	57.0	214	225
Departments with fewer than 100 employees	155	56.6	274	409
Privy Council Office	79	52.3	151	153
Science and Technology	22	50.0	44	46
Finance	110	49.5	222	245
Consumer and Corporate Affairs	388	45.4	854	871
National Library	89	41.4	215	220
Public Archives	122	39.9	306	315
National Parole Board	59	39.1	151	152
Solicitor General	30	39.0	77	90
Statistics Canada	866	37.9	2 282	2 476
National Museums of Canada	68	36.8	185	189
Supply and Services	1 858	36.8	5 044	5 209
Post Office	919	36.5	2 520	2 834
Employment and Immigration	3 245	34.9	9 295	11 733
Regional Economic Expansion	136	34.4	395	455
Canadian Transport Commission	108	34.0	318	325
External Affairs	555	33.8	1 643	1 699
Communications	184	32.3	570	635
Canadian Penitentiary Service	437	31.7	1 380	1 434
Labour	82	31.3	262	268
Justice	126	29.7	424	447
Revenue Canada (Customs, Excise, Taxation)	2 375	29.0	8 194	9 108
Veterans' Affairs	305	27.5	1 109	1 271
National Health and Welfare	839	25.9	3 236	3 762
Urban Affairs	1	25.0	4	62
Transport	578	24.5	2 363	3 323
Public Works	320	23.4	1 367	1 448
Fisheries and Environment	428	22.9	1 867	2 095
Industry, Trade and Commerce	164	22.6	727	752
Indian Affairs and Northern Development	385	22.4	1 720	2 193
Agriculture	348	21.7	1 602	1 743
National Energy Board	23	21.7	106	107
National Defence (Civilian)	1 474	19.0	7 748	8 636
Royal Canadian Mounted Police (Civilian)	442	18.9	2 342	2 721
Energy, Mines, and Resources	129	17.7	730	783
Insurance	10	16.9	59	62
Canadian Pension Commission	35	15.8	222	251
Veterans' Land Administration	11	8.4	131	135
Bureau of Pensions Advocates	6	8.3	72	87
Canadian Grain Commission	9	6.6	137	146
Prairie Farm Rehabilitation Administration	0	0.0	30	100

^a First official language of employee.^b Percentage of francophones is calculated from the number of employees whose first official language is known.

Source: Department of Supply and Services

Table 32

Francophones in the Operational Category

Number and percentage of francophones in the Operational Category, by department, 1978

Department	Francophones ^a		Anglophones and Francophones ^a	Total employees in category
	No.	% ^b		
Treasury Board	3	100.0	3	
Justice	6	75.0	8	
Industry, Trade and Commerce	10	71.4	14	1
Departments with fewer than 100 employees	31	70.5	44	5
Public Service Commission	17	65.4	26	2
Privy Council Office	10	62.5	16	1
Supply and Services	858	58.8	1 458	1 52
Regional Economic Expansion	5	55.6	9	
Employment and Immigration	38	52.1	73	8
Canadian International Development Agency	3	50.0	6	
Canadian Radio-Television and Telecommunications Commission	1	50.0	2	
Science and Technology	1	50.0	2	
Secretary of State	3	50.0	6	
National Museums of Canada	115	49.6	232	23
Veterans' Affairs	778	49.5	1 571	1 71
Statistics Canada	18	46.2	39	3
Public Archives	14	37.8	37	3
Revenue Canada (Customs, Excise, Taxation)	90	36.3	248	25
Labour	2	33.3	6	
Public Works	1 431	33.0	4 336	4 45
Canadian Penitentiary Service	1 918	32.3	5 939	6 11
Energy, Mines and Resources	93	31.5	295	30
Consumer and Corporate Affairs	9	31.0	29	3
External Affairs	57	29.1	196	19
Post Office	13 989	29.1	48 008	55 3
Finance	2	25.0	8	
Transport	1 114	23.5	4 736	5 75
Royal Canadian Mounted Police (Civilian)	74	19.4	382	42
Communications	14	18.4	76	7
Agriculture	269	17.9	1 501	1 6
National Defence (Civilian)	3 134	17.3	18 148	20 6
Indian Affairs and Northern Development	242	13.8	1 754	2 3
National Library	1	9.1	11	
National Health and Welfare	81	8.1	1 004	1 15
Fisheries and Environment	49	5.9	832	1 0
Canadian Grain Commission	11	2.9	385	4
Anti-Inflation Board	0	0.0	0	
Canadian Transport Commission	0	0.0	0	
Federal Court	0	0.0	0	
National Energy Board	0	0.0	2	
Solicitor General	0	0.0	2	
Veterans' Land Administration	0	0.0	33	

^aFirst official language of employee.^bPercentage of francophones is calculated from the number of employees whose first official language is known.

Source: Department of Supply and Services

Table 33

Bilingual positions, linguistic region and required level of proficiency in the second language (oral expression)

Number and percentage of bilingual positions by linguistic region and required level of proficiency in the second language, 1978

Linguistic region ^a	Level of proficiency	Second language			
		English		French	
		No.	%	No.	%
Unilingual with an English-speaking majority ^b	Superior (C)	439	14.9	186	6.3
	Intermediate (B)	1 783	60.3	1 805	61.1
	Minimum (A)	453	15.3	610	20.6
	Other ^c	281	9.5	355	12.0
	Total	2 956	100.0	2 956	100.0
Unilingual with a French-speaking majority ^d	Superior	104	1.9	897	16.1
	Intermediate	3 067	55.0	3 231	58.0
	Minimum	1 627	29.2	1 023	18.3
	Other ^c	775	13.9	422	7.6
	Total	5 573	100.0	5 573	100.0
Québec bilingual ^e	Superior	385	2.8	2 430	17.8
	Intermediate	7 493	54.9	6 419	47.0
	Minimum	3 627	26.6	2 977	21.8
	Other ^c	2 145	15.7	1 824	13.4
	Total	13 650	100.0	13 650	100.0
National Capital Region	Superior	6 068	14.0	4 463	10.3
	Intermediate	25 394	58.8	24 930	57.7
	Minimum	8 612	19.9	10 867	25.2
	Other ^c	3 130	7.3	2 944	6.8
	Total	43 204	100.0	43 204	100.0
New Brunswick, and Northern and Eastern Ontario ^e	Superior	312	9.3	181	5.4
	Intermediate	1 901	56.7	1 908	56.9
	Minimum	613	18.3	734	21.9
	Other ^c	528	15.7	531	15.8
	Total	3 354	100.0	3 354	100.0

^aLinguistic region as defined in the *Official Languages in the Public Service of Canada, A Statement of Policies*.

^bRegions outside Québec.

^cIncludes positions where oral expression is not required, or where the requirement is either at the restricted level (R); or at the technical or professional level (P).

^dQuébec, excluding the bilingual regions.

^eExcludes the National Capital Region.

Source: The Treasury Board Secretariat

Table 34

Bilingual positions, category and required level of proficiency in the second language (oral expression)

Number and percentage of bilingual positions by occupational category and required level of proficiency in the second language, 1978

Occupational category	Level of proficiency	Second language		
		English		French
		No.	%	No.
Senior Executive	Superior(C)	413	34.8	292
	Intermediate (B)	766	64.6	880
	Minimum (A)	4	0.3	10
	Other ^a	3	0.3	4
	Total	1 186	100.0	1 186
Scientific and Professional	Superior	1 700	20.8	1 573
	Intermediate	5 385	66.0	5 169
	Minimum	891	10.9	1 085
	Other ^a	190	2.3	339
	Total	8 166	100.0	8 166
Administration and Foreign Service	Superior	3 629	14.6	4 110
	Intermediate	18 135	73.1	17 082
	Minimum	1 821	7.3	2 262
	Other ^a	1 242	5.0	1 373
	Total	24 827	100.0	24 827
Technical	Superior	426	7.5	507
	Intermediate	3 627	63.4	3 793
	Minimum	1 133	19.8	1 297
	Other ^a	531	9.3	120
	Total	5 717	100.0	5 717
Administrative Support	Superior	1 114	4.8	1 639
	Intermediate	11 227	48.8	10 791
	Minimum	8 846	38.4	9 359
	Other ^a	1 842	8.0	1 240
	Total	23 029	100.0	23 029
Operational	Superior	28	0.5	36
	Intermediate	506	8.7	578
	Minimum	2 227	38.3	2 198
	Other ^a	3 051	52.5	3 000
	Total	5 812	100.0	5 812

^aIncludes positions where oral expression is not required, or where the requirement is either at the restricted level (R); or at the technical or professional level (P).

Source: The Treasury Board Secretariat

Table 35

Bilingual positions in the NCR, category and required level of proficiency in the second language (oral expression)

Number and percentage of bilingual positions in the National Capital Region by occupational category and required level of proficiency in the second language, 1978

Occupational category	Level of proficiency	Second language			
		English		French	
		No.	%	No.	%
Senior Executive	Superior(C)	378	34.7	264	24.2
	Intermediate (B)	705	64.7	812	74.5
	Minimum (A)	4	0.4	10	0.9
	Other ^a	3	0.2	4	0.4
	Total	1 090	100.0	1 090	100.0
Scientific and Professional	Superior	1 380	25.0	724	13.1
	Intermediate	3 701	67.0	3 887	70.4
	Minimum	373	6.8	696	12.6
	Other ^a	68	1.2	215	3.9
	Total	5 522	100.0	5 522	100.0
Administrative and Foreign Service	Superior	3 043	18.9	2 577	16.0
	Intermediate	10 838	67.1	10 891	67.4
	Minimum	1 216	7.5	1 724	10.7
	Other ^a	1 055	6.5	960	5.9
	Total	16 152	100.0	16 152	100.0
Technical	Superior	336	13.3	179	7.1
	Intermediate	1 621	64.2	1 562	61.9
	Minimum	516	20.5	720	28.5
	Other ^a	50	2.0	62	2.5
	Total	2 523	100.0	2 523	100.0
Administrative Support	Superior	929	5.8	718	4.5
	Intermediate	8 289	52.0	7 563	47.5
	Minimum	5 530	34.7	6 720	42.2
	Other ^a	1 180	7.5	927	5.8
	Total	15 928	100.0	15 928	100.0
Operational	Superior	2	0.1	1	0.1
	Intermediate	240	12.1	215	10.8
	Minimum	973	48.9	997	50.1
	Other ^a	774	38.9	776	39.0
	Total	1 989	100.0	1 989	100.0

^aIncludes positions where oral expression is not required, or where the requirement is either at the restricted level (R); or at the technical or professional level (P).

Source: The Treasury Board Secretariat

Table 36

Category and linguistic status of positions

Number and percentage of positions by occupational category and linguistic status of positions, 1978

Occupational category	Bilingual		English essential		French essential		English or French		Total
	No.	%	No.	%	No.	%	No.	%	No.
Senior Executive	1 186	90.6	117	8.9	1	0.1	5	0.4	1 309
Scientific and Professional	8 166	30.0	16 158	59.3	1 829	6.7	1 087	4.0	27 240
Administrative and Foreign Service	24 827	38.8	33 521	52.3	3 487	5.4	2 258	3.5	64 093
Technical	5 717	18.8	21 596	70.9	1 412	4.6	1 733	5.7	30 458
Administrative Support	23 029	25.3	51 012	55.9	9 286	10.2	7 874	8.6	91 201
Operational	5 812	5.0	79 007	68.5	22 373	19.4	8 154	7.1	115 346
Total	68 737	20.9	201 411	61.1	38 388	11.6	21 111	6.4	329 647

Source: The Treasury Board Secretariat

Table 37

Category and linguistic status of NCR positions

Number and percentage of National Capital Region positions by occupational category and linguistic status of positions, 1978

Occupational category	Bilingual		English essential		French essential		English or French		Total
	No.	%	No.	%	No.	%	No.	%	No.
Senior Executive	1 090	98.3	13	1.2	1	0.1	5	0.4	1 109
Scientific and Professional	5 522	48.0	4 147	36.1	917	8.0	912	7.9	11 498
Administrative and Foreign Service	16 152	61.0	8 267	31.3	417	1.6	1 623	6.1	26 459
Technical	2 523	30.7	4 090	49.8	143	1.8	1 451	17.7	8 207
Administrative Support	15 928	43.3	12 626	34.3	1 305	3.6	6 921	18.8	36 780
Operational	1 989	21.0	1 302	13.8	445	4.7	5 722	60.5	9 458
Total	43 204	46.2	30 445	32.6	3 228	3.4	16 634	17.8	93 511

Source: The Treasury Board Secretariat

Table 38

Linguistic region and linguistic status of positions

Number and percentage of positions by linguistic region and linguistic status of positions, 1978

Linguistic region ^a	Bilingual		English essential		French essential		English or French		Total
	No.	%	No.	%	No.	%	No.	%	No.
Unilingual with an English-speaking majority ^b	2 956	1.8	162 174	97.0	147	0.1	1 888	1.1	167 165
Unilingual with a French-speaking majority ^c	5 573	25.0	250	1.1	16 363	73.3	123	0.6	22 309
Québec bilingual ^d	13 650	41.6	191	0.6	18 448	56.2	531	1.6	32 820
National Capital Region	43 204	46.2	30 445	32.6	3 228	3.4	16 634	17.8	93 511
New Brunswick, and Northern and Eastern Ontario ^d	3 354	24.2	8 351	60.3	202	1.5	1 935	14.0	13 842
Total	68 737	20.9	201 411	61.1	38 388	11.6	21 111	6.4	329 647

^aLinguistic regions as defined in the *Official Languages in the Public Service of Canada, A Statement of Policies*.^bRegions outside Québec.^cQuébec, excluding the bilingual regions.^dExcluding the National Capital Region.

Source: The Treasury Board Secretariat

le 39

Appointments and separations

Number of appointments^a to and within the Public Service, and of separations from the Public Service, 1974 to 1978

Appointments ^b and separations	1974	1975	1976	1977	1978
Appointments to the Public Service	46 567	36 251	29 730	22 437	19 224
Appointments within the Public Service	78 232	90 920	91 267 ^c	112 543 ^c	114 341 ^c
Total^d	124 799	127 171	121 022	134 996	133 565
Separations from the Public Service	39 344	31 783	33 621	32 503	36 612

^a Due to new regulations governing appointment documentation, data for 1976, 1977, 1978 cannot be compared exactly with data for previous years.

^b Do not include persons appointed to the Public Service for less than six months. Those re-appointed for new term, such that the total term of appointment is over six months or for an indeterminate appointment, are counted under "appointments within the Public Service".

^c A regulation issued in late 1976 required departments to record a term employee's "extension of term" as a new appointment (11 762 in 1976, 34 187 in 1977 and 34 186 in 1978).

^d Includes 25 employees in 1976 and 16 in 1977 whose previous type of employment was not specified on appointment documents.

le 40

Appointments and type of employment

Number of appointments to and within the Public Service, by type of employment, 1977 and 1978

Type of employment	Appointments					
	1977			1978		
	To the Public Service	Within the Public Service	Total ^a	To the Public Service	Within the Public Service	Total ^a
Time for an indeterminate period	14 322	74 964	89 289	11 443	71 058	82 501
Time for a specified term (6 months or over)	5 372	35 014	40 397	5 312	40 713	46 025
Total full-time appointments	19 694	109 978	129 686	16 755	111 771	128 526
Time (indeterminate or 6 months or over)	2 099	1 970	4 070	1 960	1 960	3 920
Seasonal	643	496	1 139	509	536	1 045
Total total^b	22 437	112 543	134 996	19 224	114 341	133 565

^a Includes 16 employees in 1977 whose previous type of employment was not specified on appointment documents.

^b Includes 101 employees in 1977 and 74 in 1978 whose type of appointment was not specified on appointment documents.

Table 41

Appointments, category and appointing authority

Number and percentage of [vertical (v) and horizontal (h)] appointments to and within the Public Service by category, type of appointment and appointing authority, 1977 and 1978

Category	Type of appointment		
Senior Executive			
To the Public Service			
Within the Public Service	■ Promotions		
	■ Transfers	● Lateral	• reappointment an additional term
			• other
		● Downward	
	■ Demotions		
Total ^b			
Scientific and Professional			
To the Public Service			
Within the Public Service	■ Promotions		
	■ Transfers	● Lateral	• reappointment an additional term
			• other
		● Downward	
	■ Demotions		
Total ^b			

^aIncludes 26 appointments in 1977 for which appointing authority was not specified on appointment documents.

^bTotals agree neither with the sum of appointments "to" and "within" the Public Service nor with the sum of types of appointment, as in the former case, previous type of employment was not specified on 16 appointment documents in 1977; and in the latter case, type of appointment was not specified on 536 appointment documents in 1977 and 620 in 1978.

^cTotal does not agree with the sum of the categories because 142 positions in 1977 and 83 in 1978 were not converted to one of the six categories.

1977						1978					
PSC authority		Departmental authority		Total ^a		PSC authority		Departmental authority		Total	
No.	% (H)	No.	% (H)	No.	%(H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
27	100.0			27	100.0	22	100.0			22	100.0
4.5				4.5		4.1				4.1	
68	100.0			268	100.0	225	100.0			225	100.0
44.2				44.2		41.7				41.7	
2	100.0			2	100.0	0	0.0			0	0.0
0.3				0.3		0.0				0.0	
08	100.0			308	100.0	285	100.0			285	100.0
50.8				50.8		52.8				52.8	
1	100.0			1	100.0	8	100.0			8	100.0
0.2				0.2		1.5				1.5	
0	0.0			0	0.0	0	0.0			0	0.0
0.0				0.0		0.0				0.0	
606	100.0			606	100.0	540	100.0			540	100.0
100.0				100.0		100.0				100.0	
42	27.8	1 668	72.2	2 310	100.0	460	28.3	1 167	71.7	1 627	100.0
25.2		26.9		26.4		19.2		20.0		19.8	
19	32.6	1 900	67.4	2 819	100.0	807	30.6	1 829	69.4	2 636	100.0
36.1		30.6		32.2		33.7		31.4		32.1	
42	25.2	422	74.8	564	100.0	198	25.9	566	74.1	764	100.0
5.6		6.8		6.4		8.3		9.7		9.3	
86	27.3	2 097	72.7	2 883	100.0	873	28.8	2 161	71.2	3 034	100.0
30.8		33.8		32.9		36.4		37.1		36.9	
58	33.7	114	66.3	172	100.0	57	40.4	84	59.6	141	100.0
2.3		1.8		2.0		2.4		1.4		1.7	
0	0.0	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0
0.0		0.0		0.0		0.0		0.0		0.0	
49	29.1	6 208	70.9	8 757	100.0	2 398	29.2	5 826	70.8	8 224	100.0
100.0		100.0		100.0		100.0		100.0		100.0	

Table 41 cont'd

Category	Type of appointment		
Administrative and Foreign Service			
To the Public Service			
Within the Public Service	■ Promotions		
	■ Transfers	● Lateral	• reappointment to an additional tour
			• other
		● Downward	
	■ Demotions		
Total ^b			
Technical			
To the Public Service			
Within the Public Service	■ Promotions		
	■ Transfers	● Lateral	• reappointment to an additional tour
			• other
		● Downward	
	■ Demotions		
Total ^b			

^aIncludes 26 appointments in 1977 for which appointing authority was not specified on appointment documents.

^bTotals agree neither with the sum of appointments "to" and "within" the Public Service nor with the sum of types of appointment, as in the former case, previous type of employment was not specified on 16 appointment documents in 1977; and in the latter case, type of appointment was not specified on 536 appointment documents in 1977 and 620 in 1978.

^cTotal does not agree with the sum of the categories because 142 positions in 1977 and 83 in 1978 were not converted to one of the six categories.

No.	1977						1978					
	PSC authority		Departmental authority		Total ^a		PSC authority		Departmental authority		Total	
	% (H)		% (H)		% (H)		% (H)		% (H)		% (H)	
	No.	% (V)	No.	% (V)	No.	% (V)	No.	% (V)	No.	% (V)	No.	% (V)
67	12.5		87.5		100.0		13.8		86.2		100.0	
	9.9	2 579	11.3	2 946	11.1	293	7.1	1 831	9.6	2 124	9.2	
180	11.9		88.1		100.0		17.8		82.2		100.0	
	39.8	10 918	47.8	12 398	46.7	1 546	37.4	7 142	37.5	8 688	37.5	
18	8.3		91.7		100.0		11.4		88.6		100.0	
	3.2	1 310	5.7	1 428	5.4	186	4.5	1 444	7.6	1 630	7.0	
54	17.7		82.3		100.0		19.1		80.9		100.0	
	44.4	7 689	33.7	9 344	35.2	1 971	47.7	8 337	43.8	10 308	44.5	
01	24.0		76.0		100.0		32.7		67.3		100.0	
	2.7	320	1.4	421	1.6	137	3.3	282	1.5	419	1.8	
0	0.0		100.0		100.0		0.0		0.0		0.0	
	0.0	2	0.0	2	0.0	0	0.0	0	0.0	0	0.0	
23	14.0		86.0		100.0		17.8		82.2		100.0	
	100.0	22 835	100.0	26 559	100.0	4 133	100.0	19 053	100.0	23 186	100.0	
63	30.6		69.4		100.0		32.4		67.6		100.0	
	16.6	1 275	17.5	1 838	17.2	508	15.2	1 062	14.5	1 570	14.7	
303	35.0		65.0		100.0		32.7		67.3		100.0	
	47.2	2 973	40.9	4 576	42.9	1 337	39.9	2 750	37.7	4 087	38.4	
339	30.3		69.7		100.0		28.8		71.2		100.0	
	10.0	781	10.7	1 120	10.5	395	11.8	977	13.4	1 372	12.9	
331	28.5		71.5		100.0		30.8		69.2		100.0	
	24.5	2 085	28.7	2 916	27.3	1 043	31.2	2 343	32.1	3 386	31.8	
62	29.2		70.8		100.0		28.6		71.4		100.0	
	1.8	150	2.1	212	2.0	58	1.7	145	2.0	203	1.9	
0	0.0		100.0		100.0		0.0		0.0		0.0	
	0.0	1	0.0	1	0.0	0	0.0	0	0.0	0	0.0	
398	31.8		68.2		100.0		31.4		68.6		100.0	
	100.0	7 277	100.0	10 675	100.0	3 347	100.0	7 301	100.0	10 648	100.0	

Table 41 cont'd

Category	Type of appointment		
Administrative Support			
To the Public Service			
Within the Public Service	■ Promotions		
	■ Transfers	● Lateral	• reappointment an additional te
			• other
		● Downward	
	■ Demotions		
Total ^b			
Operational			
To the Public Service			
Within the Public Service	■ Promotions		
	■ Transfers	● Lateral	• reappointment an additional te
			• other
		● Downward	
	■ Demotions		
Total ^b			

^aIncludes 26 appointments in 1977 for which appointing authority was not specified on appointment documents.

^bTotals agree neither with the sum of appointments "to" and "within" the Public Service nor with the sum of types of appointment, as in the former case, previous type of employment was not specified on 16 appointment documents in 1977; and in the latter case, type of appointment was not specified on 536 appointment documents in 1977 and 620 in 1978.

^cTotal does not agree with the sum of the categories because 142 positions in 1977 and 83 in 1978 were not converted to one of the six categories.

1977						1978					
PSC authority		Departmental authority		Total ^a		PSC authority		Departmental authority		Total	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
31	0.5	5 875	99.5	5 906	100.0	53	1.0	5 320	99.0	5 373	100.0
4.9		11.5		11.4		7.5		10.1		10.1	
197	1.3	14 685	98.6	14 891	100.0	186	1.4	13 031	98.6	13 217	100.0
30.9		28.7		28.8		26.5		24.8		24.8	
158	1.3	11 797	98.7	11 956	100.0	194	1.3	14 420	98.7	14 614	100.0
24.8		23.1		23.1		27.6		27.5		27.5	
233	1.3	17 480	98.6	17 722	100.0	253	1.4	18 377	98.6	18 630	100.0
36.6		34.2		34.2		36.0		35.0		35.0	
14	1.4	977	98.6	991	100.0	16	1.7	931	98.3	947	100.0
2.2		1.9		1.9		2.3		1.8		1.8	
0	0.0		100.0		100.0	0	0.0		100.0		100.0
0.0		3		3		0		3		3	
		0.0		0.0		0.0		0.0		0.0	
637	1.2	51 138	98.7	51 794	100.0	703	1.3	52 487	98.7	53 190	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
23	0.2	9 328	99.7	9 353	100.0	19	0.2	8 461	99.8	8 480	100.0
21.7		25.7		25.7		14.7		22.5		22.5	
40	0.7	5 811	99.3	5 852	100.0	27	0.5	4 997	99.5	5 024	100.0
37.7		16.0		16.0		20.9		13.3		13.3	
9	0.1	8 343	99.9	8 353	100.0	12	0.1	8 913	99.9	8 925	100.0
8.5		23.0		22.9		9.3		23.7		23.7	
32	0.3	11 488	99.7	11 521	100.0	70	0.5	13 842	99.5	13 912	100.0
30.2		31.6		31.6		54.3		36.8		36.9	
2	0.2	1 217	99.8	1 219	100.0	1	0.1	1 205	99.9	1 206	100.0
1.9		3.3		3.3		0.8		3.2		3.2	
0	0.0		100.0		100.0	0	0.0		100.0		100.0
0.0		4		4		0		2		2	
		0.0		0.0		0.0		0.0		0.0	
106	0.3	36 352	99.7	36 463	100.0	129	0.3	37 565	99.7	37 694	100.0
100.0		100.0		100.0		100.0		100.0		100.0	

Table 41 cont'd

Category	Type of appointment		
All categories ^a			
To the Public Service			
Within the Public Service	■ Promotions		
	■ Transfers	● Lateral	• reappointment an additional te
			• other
		● Downward	
	■ Demotions		
Grand total ^b			

^aIncludes 26 appointments in 1977 for which appointing authority was not specified on appointment documents.

^bTotals agree neither with the sum of appointments "to" and "within" the Public Service nor with the sum of types of appointment, as in the former case, previous type of employment was not specified on 16 appointment documents in 1977; and in the latter case, type of appointment was not specified on 536 appointment documents in 1977 and 620 in 1978.

^cTotal does not agree with the sum of the categories because 142 positions in 1977 and 83 in 1978 were not converted to one of the six categories.

1977						1978					
PSC authority		Departmental authority		Total ^a		PSC authority		Departmental authority		Total	
No.	% (H)	No.	% (H)	No.	%(H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
68	7.4	20 767	92.6	22 437	100.0	1 364	7.1	17 860	92.9	19 224	100.0
15.0		16.8		16.6		12.1		14.6		14.4	
40	11.1	36 288	88.9	40 838	100.0	4 159	12.3	29 749	87.7	33 908	100.0
41.0		29.3		30.3		36.8		24.3		25.4	
68	3.3	22 654	96.7	23 424	100.0	985	3.6	26 320	96.4	27 305	100.0
6.9		18.3		17.4		8.7		21.5		20.4	
59	8.6	40 847	91.4	44 717	100.0	4 513	9.1	45 064	90.9	49 577	100.0
34.8		33.0		33.1		39.9		36.9		37.1	
39	7.9	2 778	92.1	3 017	100.0	279	9.5	2 647	90.5	2 926	100.0
2.2		2.2		2.2		2.5		2.2		2.2	
0	0.0	11	100.0	11	100.0	0	0.0	5	100.0	5	100.0
0.0		0.0		0.0		0.0		0.0		0.0	
87	8.2	123 883	91.8	134 996	100.0	11 310	8.5	122 255	91.5	133 565	100.0
100.0		100.0		100.0		100.0		100.0		100.0	

Table 42

Appointments and employee mobility

Number and percentage [vertical (V) and horizontal (H)] of appointments within the Fire Service, by type of appointment, employee mobility and appointing authority, 1977 and 1978

Type of appointment	Employee mobility	
Promotions	● Departments	• between departments
		• within departments
		Total^b
	● Group	• change of group or sub-group
		• no change of group or sub-group
		Total
	● Type of employment	• indeterminate to indeterminate
		• indeterminate to specified term
		• specified term to indeterminate
		• specified term to specified term
		Total^c

^aIncludes 23 appointments in 1977 for which appointing authority was not specified on appointment documents.

^bIncludes 530 employees in 1977 and 620 in 1978 for which departmental mobility was not specified on appointment documents.

^cIncludes 3 employees in 1977 for which type of employment was not specified on appointment documents.

^dNone of the 11 demotions in 1977 involved a "change of group or sub-group". Of the 5 demotions in 1978, one involved a "change of group or sub-group" and 4 involved "no change of group or sub-group".

^eTotal does not agree with the sum of types of appointment because in 536 cases in 1977 and 620 in 1978, type of appointment was not specified on appointment documents.

1977						1978					
PSC authority		Departmental authority		Total ^a		PSC authority		Departmental authority		Total	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
370	20.1	1 467	79.8	1 838	100.0	375	23.2	1 244	76.8	1 619	100.0
8.1		4.0		4.5		9.0		4.2		4.8	
170	10.7	34 814	89.3	38 993	100.0	3 784	11.7	28 505	88.3	32 289	100.0
91.9		95.9		95.5		91.0		95.8		95.2	
540	11.1	36 288	88.9	40 838	100.0	4 159	12.3	29 749	87.7	33 908	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
308	14.6	4 722	85.4	5 530	100.0	846	18.9	3 642	81.1	4 488	100.0
17.8		13.0		13.5		20.3		12.2		13.2	
732	10.6	31 566	89.4	35 308	100.0	3 313	11.3	26 107	88.7	29 420	100.0
82.2		87.0		86.5		79.7		87.8		86.8	
540	11.1	36 288	88.9	40 838	100.0	4 159	12.3	29 749	87.7	33 908	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
129	11.8	30 832	88.2	34 970	100.0	3 892	13.3	25 348	86.7	29 240	100.0
90.9		85.0		85.6		93.6		85.2		86.2	
118	9.5	1 123	90.4	1 242	100.0	16	5.4	280	94.6	296	100.0
2.6		3.1		3.0		0.4		0.9		0.9	
125	5.3	2 251	94.7	2 376	100.0	90	4.1	2 104	95.9	2 194	100.0
2.8		6.2		5.8		2.2		7.1		6.5	
168	7.5	2 079	92.5	2 247	100.0	161	7.4	2 017	92.6	2 178	100.0
3.7		5.7		5.5		3.9		6.8		6.4	
540	11.1	36 288	88.9	40 838	100.0	4 159	12.3	29 749	87.7	33 908	100.0
100.0		100.0		100.0		100.0		100.0		100.0	

Table 42 cont'd

Type of appointment		Employee mobility	
Transfers			
■ Lateral	■ Reappointment for an additional term		
	■ Other	● Departments	<ul style="list-style-type: none">• between department• within department
			Total^b
		● Group	<ul style="list-style-type: none">• change of group or sub-group• no change of group or sub-group
			Total
		● Type of employment	<ul style="list-style-type: none">• indeterminate to indeterminate• indeterminate to specified term• specified term to indeterminate• specified term to specified term
			Total^c
	■ Downward		● Departments
			Total^b
		● Group	<ul style="list-style-type: none">• no change of group or sub-group• change of group or sub-group
			Total
		● Type of employment	<ul style="list-style-type: none">• indeterminate to indeterminate• indeterminate to specified term• specified term to indeterminate• specified term to specified term
			Total^c

^aIncludes 23 appointments in 1977 for which appointing authority was not specified on appointment documents.

^bIncludes 530 employees in 1977 and 620 in 1978 for which departmental mobility was not specified on appointment documents.

^cIncludes 3 employees in 1977 for which type of employment was not specified on appointment documents.

^dNone of the 11 demotions in 1977 involved a "change of group or sub-group". Of the 5 demotions in 1978, one involved a "change of group or sub-group" and 4 involved "no change of group or sub-group".

^eTotal does not agree with the sum of types of appointment because in 536 cases in 1977 and 620 in 1978, type of appointment was not specified on appointment documents.

o.	1977						1978					
	PSC authority		Departmental authority		Total ^a		PSC authority		Departmental authority		Total	
	% (H)		% (H)		% (H)		% (H)		% (H)		% (H)	
	% (V)	No.	% (V)		% (V)	No.	% (V)		% (V)	No.	% (V)	
58	3.3	22 654	96.7	23 424	100.0	985	3.6	26 320	96.4	27 305	100.0	
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	
55	20.4	2 938	79.5	3 695	100.0	833	20.9	3 148	79.1	3 981	100.0	
	19.6	7.2	8.3	8.3	100.0	18.5	7.0	7.0	8.0	8.0	100.0	
52	7.6	37 909	92.4	41 020	100.0	3 680	8.1	41 916	91.9	45 596	100.0	
	80.4	92.8	91.7	91.7	100.0	81.5	93.0	92.0	92.0	92.0	100.0	
59	8.6	40 847	91.4	44 717	100.0	4 513	9.1	45 064	90.9	49 577	100.0	
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	
60	13.3	6 619	86.6	7 641	100.0	1 012	13.2	6 633	86.8	7 645	100.0	
	26.4	16.2	17.1	17.1	100.0	22.4	14.7	15.4	15.4	15.4	100.0	
59	7.7	34 228	92.3	37 076	100.0	3 501	8.3	38 431	91.7	41 932	100.0	
	73.6	83.8	82.9	82.9	100.0	77.6	85.3	84.6	84.6	84.6	100.0	
59	8.6	40 847	91.4	44 717	100.0	4 513	9.1	45 064	90.9	49 577	100.0	
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	
64	11.2	24 338	88.7	27 427	100.0	3 854	12.8	26 219	87.2	30 073	100.0	
	79.9	59.6	61.3	61.3	100.0	85.4	58.2	60.7	60.7	60.7	100.0	
64	13.7	593	86.2	688	100.0	44	11.4	343	88.6	387	100.0	
	2.4	1.5	1.5	1.5	100.0	1.0	0.8	0.8	0.8	0.8	100.0	
8	3.7	8 676	96.2	9 016	100.0	256	2.8	8 749	97.2	9 005	100.0	
	8.8	21.2	20.2	20.2	100.0	5.7	19.4	18.2	18.2	18.2	100.0	
3	4.5	7 240	95.4	7 586	100.0	359	3.6	9 753	96.4	10 112	100.0	
	8.9	17.7	17.0	17.0	100.0	8.0	21.6	20.4	20.4	20.4	100.0	
59	8.6	40 847	91.4	44 717	100.0	4 513	9.1	45 064	90.9	49 577	100.0	
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	
8	18.3	259	81.7	317	100.0	74	22.1	261	77.9	335	100.0	
	24.3	9.3	10.5	10.5	100.0	26.5	9.9	11.4	11.4	11.4	100.0	
1	6.7	2 518	93.3	2 699	100.0	205	7.9	2 386	92.1	2 591	100.0	
	75.7	90.6	89.5	89.5	100.0	73.5	90.1	88.6	88.6	88.6	100.0	
9	7.9	2 778	92.1	3 017	100.0	279	9.5	2 647	90.5	2 926	100.0	
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	
9	13.3	777	86.7	896	100.0	161	21.9	573	78.1	734	100.0	
	49.8	28.0	29.7	29.7	100.0	57.7	21.6	25.1	25.1	25.1	100.0	
0	5.7	2 001	94.3	2 121	100.0	118	5.4	2 074	94.6	2 192	100.0	
	50.2	72.0	70.3	70.3	100.0	42.3	78.4	74.9	74.9	74.9	100.0	
9	7.9	2 778	92.1	3 017	100.0	279	9.5	2 647	90.5	2 926	100.0	
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	
8	8.8	2 061	91.2	2 259	100.0	241	11.7	1 811	88.3	2 052	100.0	
	82.8	74.2	74.9	74.9	100.0	86.4	68.4	70.1	70.1	70.1	100.0	
7	9.1	70	90.9	77	100.0	5	8.1	57	91.9	62	100.0	
	2.9	2.5	2.6	2.6	100.0	1.8	2.2	2.1	2.1	2.1	100.0	
1	4.0	261	96.0	272	100.0	8	2.3	333	97.7	341	100.0	
	4.6	9.4	9.0	9.0	100.0	2.9	12.6	11.7	11.7	11.7	100.0	
3	5.6	386	94.4	409	100.0	25	5.3	446	94.7	471	100.0	
	9.6	13.9	13.6	13.6	100.0	9.0	16.8	16.1	16.1	16.1	100.0	
9	7.9	2 778	92.1	3 017	100.0	279	9.5	2 647	90.5	2 926	100.0	
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	

Table 42 cont'd

Type of appointment	Employee mobility	
Demotions ^d		
All types of appointment ^a	● Departments	• between department
		• within department
		Total^b
	● Group	• change of group or sub-group
		• no change of group or sub-group
		Total
	● Type of employment	• indeterminate to indeterminate
		• indeterminate to specified term
		• specified term to indeterminate
		• specified term to specified term
		Total^c

^aIncludes 23 appointments in 1977 for which appointing authority was not specified on appointment documents.

^bIncludes 530 employees in 1977 and 620 in 1978 for which departmental mobility was not specified on appointment documents.

^cIncludes 3 employees in 1977 for which type of employment was not specified on appointment documents.

^dNone of the 11 demotions in 1977 involved a "change of group or sub-group". Of the 5 demotions in 1978, one involved a "change of group or sub-group" and 4 involved "no change of group or sub-group".

^eTotal does not agree with the sum of types of appointment because in 536 cases in 1977 and 620 in 1978, type of appointment was not specified on appointment documents.

1977						1978					
PSC authority		Departmental authority		Total ^a		PSC authority		Departmental authority		Total	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
0	0.0	11	100.0	11	100.0	0	0.0	5	100.0	5	100.0
0.0		100.0		100.0		0.0		100.0		100.0	
84	19.9	4 666	80.0	5 853	100.0	1 287	21.2	4 775	78.8	6 062	100.0
12.6		4.5		5.2		12.9		4.6		5.3	
24	7.8	97 916	92.2	106 160	100.0	8 649	8.0	99 010	92.0	107 659	100.0
87.3		94.9		94.3		87.0		94.8		94.2	
18	8.4	103 102	91.6	112 543	100.0	9 946	8.7	104 395	91.3	114 341	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
59	13.4	12 633	86.6	14 594	100.0	2 033	14.9	11 616	85.1	13 649	100.0
20.8		12.3		13.0		20.4		11.1		11.9	
59	7.6	90 469	92.4	97 949	100.0	7 913	7.9	92 779	92.1	100 692	100.0
79.2		87.7		87.0		79.6		88.9		88.1	
18	8.4	103 102	91.6	112 543	100.0	9 946	8.7	104 395	91.3	114 341	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
15	11.5	57 253	88.5	64 682	100.0	7 987	13.0	53 383	87.0	61 370	100.0
78.7		55.5		57.5		80.3		51.1		53.7	
19	10.9	1 786	89.0	2 007	100.0	65	8.7	680	91.3	745	100.0
2.3		1.7		1.8		0.7		0.7		0.7	
74	4.1	11 188	95.9	11 664	100.0	354	3.1	11 186	96.9	11 540	100.0
5.0		10.9		10.4		3.6		10.7		10.1	
10	3.8	32 872	96.2	34 187	100.0	1 540	3.8	39 146	96.2	40 686	100.0
13.9		31.9		30.4		15.5		37.5		35.6	
18	8.4	103 102	91.6	112 543	100.0	9 946	8.7	104 395	91.3	114 341	100.0
100.0		100.0		100.0		100.0		100.0		100.0	

Table 43

Appointments, geographic mobility and sex

Number and percentage [vertical (V) and horizontal (H)] of appointments within the Service, by type of appointment, geographic mobility and sex, 1977 and 1978

Type of appointment		Geographic mobility	
Promotions			
	● between regions	• from NCR to	
		• from regions	
		• from region	
	● within same region	• from city to	
		• no change	
	Total ^b		
Transfers			
■ Lateral	■ Reappointment for an additional term	● between regions	• from NCR to
			• from regions
			• from region
		● within same region	• from city to
			• no change
	■ Other	● between regions	• from NCR to
			• from regions
			• from region
		● within same region	• from city to
			• no change
		Total ^b	

^aIncludes 7 appointees in 1977 for which sex was not specified on appointment documents.

^bIncludes 390 appointments in 1977 and 501 in 1978 for which "change of geographic mobility" was not specified on appointment documents.

^cAll 11 demotions in 1977 and 5 in 1978 occurred in "same geographic area".

^dTotal does not agree with the sum of types of appointment because in 536 cases in 1977 and 620 in 1978, type of appointment was not specified on appointment documents.

1977						1978					
Men		Women		Total ^a		Men		Women		Total	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
145	80.6	35	19.4	180	100.0	155	84.7	28	15.3	183	100.0
0.6		0.2		0.4		0.8		0.2		0.5	
241	88.3	32	11.7	273	100.0	189	90.0	21	10.0	210	100.0
1.0		0.2		0.7		1.0		0.1		0.6	
439	89.0	54	11.0	493	100.0	455	89.0	56	11.0	511	100.0
1.8		0.3		1.2		2.3		0.4		1.5	
276	73.7	455	26.3	1 731	100.0	1 249	72.6	471	27.4	1 720	100.0
5.3		2.7		4.2		6.4		3.3		5.1	
136	58.0	16 017	42.0	38 155	100.0	17 418	55.7	13 866	44.3	31 284	100.0
91.3		96.5		93.4		89.5		96.0		92.3	
241	59.4	16 595	40.6	40 838	100.0	19 466	57.4	14 442	42.6	33 908	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
4	28.6	10	71.4	14	100.0	1	7.1	13	92.9	14	100.0
0.0		0.0		0.0		0.0		0.0		0.0	
4	50.0	4	50.0	8	100.0	5	62.5	3	37.5	8	100.0
0.0		0.0		0.0		0.0		0.0		0.0	
14	53.8	12	46.2	26	100.0	10	62.5	6	37.5	16	100.0
0.0		0.0		0.0		0.0		0.0		0.0	
323	72.1	125	27.9	448	100.0	277	64.4	153	35.6	430	100.0
0.9		0.4		0.7		0.7		0.4		0.6	
332	50.8	11 284	49.2	22 917	100.0	13 399	49.9	13 438	50.1	26 837	100.0
32.4		34.9		33.6		32.9		37.2		34.9	
355	69.4	245	30.6	800	100.0	576	66.4	292	33.6	868	100.0
1.5		0.8		1.2		1.4		0.8		1.1	
333	70.3	141	29.7	474	100.0	292	66.2	149	33.8	441	100.0
0.9		0.4		0.7		0.7		0.4		0.6	
733	68.6	336	31.4	1 069	100.0	904	71.1	368	28.9	1 272	100.0
2.0		1.0		1.6		2.2		1.0		1.7	
352	70.2	1 124	29.8	3 776	100.0	2 904	70.7	1 204	29.3	4 108	100.0
7.4		3.5		5.5		7.1		3.3		5.3	
94	50.8	18 996	49.2	38 591	100.0	22 352	52.1	20 536	47.9	42 888	100.0
54.7		58.8		56.6		54.9		56.8		55.8	
149	52.6	32 290	47.4	68 141	100.0	40 720	53.0	36 162	47.0	76 882	100.0
100.0		100.0		100.0		100.0		100.0		100.0	

Table 43 cont'd

Type of appointment	Geographic mobility	
■ Downward	● between regions	• from NCR to region
		• from region to region
		• from region to NCR
	● within same region	• from city to city
		• no change
Total ^b		

Demotions^c

All types of appointment ^d	● between regions	• from NCR to region
		• from region to region
		• from region to NCR
	● within same region	• from city to city
		• no change
Grand total ^b		

^aIncludes 7 appointees in 1977 for which sex was not specified on appointment documents.

^bIncludes 390 appointments in 1977 and 501 in 1978 for which "change of geographic mobility" was not specified on appointment documents.

^cAll 11 demotions in 1977 and 5 in 1978 occurred in "same geographic area".

^dTotal does not agree with the sum of types of appointment because in 536 cases in 1977 and 620 in 1978, type of appointment was not specified on appointment documents.

1977						1978					
Men		Women		Total ^a		Men		Women		Total	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
41	45.6	49	54.4	90	100.0	47	40.2	70	59.8	117	100.0
2.2		4.4		3.0		2.6		6.5		4.0	
17	50.0	17	50.0	34	100.0	18	64.3	10	35.7	28	100.0
0.9		1.5		1.1		1.0		0.9		1.0	
87	55.1	71	44.9	158	100.0	72	55.8	57	44.2	129	100.0
4.6		6.3		5.2		3.9		5.3		4.4	
10	67.3	102	32.7	312	100.0	202	65.8	105	34.2	307	100.0
11.1		9.1		10.3		11.0		9.7		10.5	
541	63.6	881	36.4	2 422	100.0	1 502	64.1	843	35.9	2 345	100.0
81.3		78.6		80.3		81.6		77.7		80.1	
396	62.8	1 121	37.2	3 017	100.0	1 841	62.9	1 085	37.1	2 926	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
10	90.9	1	9.1	11	100.0	5	0.0	0	0.0	5	100.0
100.0		100.0		100.0		100.0		0.0		100.0	
745	68.7	339	31.3	1 084	100.0	779	65.9	403	34.1	1 182	100.0
1.2		0.7		1.0		1.3		0.8		1.0	
596	75.4	194	24.6	790	100.0	504	73.4	183	26.6	687	100.0
1.0		0.4		0.7		0.8		0.4		0.6	
275	72.9	473	27.1	1 748	100.0	1 444	74.8	487	25.2	1 931	100.0
2.0		0.9		1.6		2.3		0.9		1.7	
71	71.2	1 810	28.8	6 281	100.0	4 635	70.5	1 936	29.5	6 571	100.0
7.2		3.6		5.6		7.4		3.7		5.7	
77	53.8	47 269	46.2	102 250	100.0	54 725	52.9	48 744	47.1	103 469	100.0
88.3		94.0		90.9		87.9		93.6		90.5	
32	55.3	50 304	44.7	112 543	100.0	62 291	54.5	52 050	45.5	114 341	100.0
100.0		100.0		100.0		100.0		100.0		100.0	

Table 44

Appointments, geographic mobility and language group

Number and percentage [vertical (V) and horizontal (H)] of appointments within the Service, by type of appointment, geographic mobility and language group, 1977 and 1978

Type of appointment		Geographic mobility	
Promotions			
		● between regions	• from NCR to _____
			• from region _____
			• from region _____
		● within same region	• from city to _____
			• no change _____
		Total ^c	
Transfers			
■ Lateral	■ reappointment for an additional term	● between regions	• from NCR to _____
			• from region _____
			• from region _____
		● within same region	• from city to _____
			• no change _____
	■ other	● between regions	• from NCR to _____
			• from region _____
			• from region _____
		● within same region	• from city to _____
			• no change _____
		Total ^c	

^aPreferred working language of appointee.

^bIncludes 1 059 appointments in 1977 and 963 in 1978 for which the preferred working language of the appointee was not specified on appointment documents.

^cIncludes 390 appointments in 1977 and 501 in 1978 for which "change of geographic mobility" was not specified on appointment documents.

^dAll 11 demotions in 1977 and 5 in 1978 occurred "within same region".

^eTotal does not agree with the sum of types of appointment because in 536 cases in 1977 and 620 in 1978, type of appointment was not specified on appointment documents.

1977						1978					
Anglophones ^a		Francophones ^a		Total ^b		Anglophones ^a		Francophones ^a		Total ^b	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
1	78.3	36	20.0	180	100.0	148	80.9	34	18.6	183	100.0
0.5		0.4		0.4		0.6		0.4		0.5	
5	82.4	44	16.1	273	100.0	162	77.1	44	21.0	210	100.0
0.7		0.5		0.7		0.6		0.6		0.6	
8	94.9	25	5.1	493	100.0	492	96.3	18	3.5	511	100.0
1.5		0.3		1.2		1.9		0.2		1.5	
7	71.5	489	28.2	1 731	100.0	1 259	73.2	452	26.3	1 720	100.0
4.0		5.0		4.2		4.9		5.7		5.1	
5	75.2	9 098	23.8	38 155	100.0	23 558	75.3	7 367	23.5	31 284	100.0
93.2		93.9		93.4		92.0		93.1		92.3	
1	75.3	9 693	23.7	40 838	100.0	25 619	75.6	7 915	23.3	33 908	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
0	71.4	4	28.6	14	100.0	12	85.7	2	14.3	14	100.0
0.0		0.0		0.0		0.0		0.0		0.0	
6	75.0	1	12.5	8	100.0	6	75.0	2	25.0	8	100.0
0.0		0.0		0.0		0.0		0.0		0.0	
5	96.2	1	3.8	26	100.0	16	100.0	0	0.0	16	100.0
0.1		0.0		0.0		0.0		0.0		0.0	
8	73.2	120	26.8	448	100.0	285	66.3	145	33.7	430	100.0
0.7		0.6		0.7		0.5		0.7		0.6	
0	73.0	5 967	26.0	22 917	100.0	19 144	71.3	7 515	28.0	26 837	100.0
34.3		31.8		33.6		35.0		34.7		34.9	
4	73.0	203	25.4	800	100.0	620	71.4	235	27.1	868	100.0
1.2		1.1		1.2		1.1		1.1		1.1	
11	71.9	125	26.4	474	100.0	337	76.4	99	22.4	441	100.0
0.7		0.7		0.7		0.6		0.5		0.6	
0	90.7	93	8.7	1 069	100.0	1 162	91.4	106	8.3	1 272	100.0
2.0		0.5		1.6		2.1		0.5		1.7	
7	67.2	1 233	32.7	3 776	100.0	2 951	71.8	1 154	28.1	4 108	100.0
5.2		6.6		5.5		5.4		5.3		5.3	
7	70.4	11 023	28.6	38 591	100.0	30 100	70.2	12 424	29.0	42 888	100.0
55.8		58.7		56.6		55.1		57.3		55.8	
5	71.5	18 771	27.5	68 141	100.0	54 633	71.1	21 682	28.2	76 882	100.0
100.0		100.0		100.0		100.0		100.0		100.0	

Table 44 cont'd

Type of appointment	Geographic mobility	
■ Downward	● between regions	• from NCR to reg
		• from regions to
		• from region to r
	● within the same region	• from city to city
		• no change
Total ^c		
Demotions ^d		
All types of appointment ^a	● between regions	• from NCR to reg
		• from regions to
		• from region to r
	● within same region	• from city to city
		• no change
Grand total ^c		

^aPreferred working language of appointee.

^bIncludes 1 059 appointments in 1977 and 963 in 1978 for which the preferred working language of the appointee was not specified on appointment documents.

^cIncludes 390 appointments in 1977 and 501 in 1978 for which "change of geographic mobility" was not specified on appointment documents.

^dAll 11 demotions in 1977 and 5 in 1978 occurred "within same region".

^eTotal does not agree with the sum of types of appointment because in 536 cases in 1977 and 620 in 1978, type of appointment was not specified on appointment documents.

1977						1978					
Anglophones ^a		Francophones ^a		Total ^b		Anglophones ^a		Francophones ^a		Total ^b	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
73	81.1	16	17.8	90	100.0	93	79.5	21	17.9	117	100.0
3.2		2.1		3.0		4.1		3.2		4.0	
26	76.5	8	23.5	34	100.0	22	78.6	6	21.4	28	100.0
1.2		1.1		1.1		1.0		0.9		1.0	
51	95.6	6	3.8	158	100.0	124	96.1	5	3.9	129	100.0
6.7		0.8		5.2		5.5		0.8		4.4	
09	69.4	91	30.2	301	100.0	239	77.9	68	22.1	307	100.0
9.3		12.2		10.0		10.6		10.3		10.5	
32	73.7	624	25.6	2 433	100.0	1 774	75.7	559	23.8	2 345	100.0
79.6		83.6		80.6		78.8		84.8		80.1	
51	74.6	746	24.7	3 017	100.0	2 252	77.0	659	22.5	2 926	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
8	72.7	3	27.3	11	100.0	3	60.0	2	40.0	5	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
08	74.5	259	23.9	1 084	100.0	873	73.9	292	24.7	1 182	100.0
1.0		0.9		1.0		1.1		1.0		1.0	
39	75.8	178	22.5	790	100.0	527	76.7	151	22.0	687	100.0
0.7		0.6		0.7		0.6		0.5		0.6	
16	92.4	125	7.2	1 748	100.0	1 797	93.1	129	6.7	1 931	100.0
2.0		0.4		1.6		2.2		0.4		1.7	
28	68.9	1 940	30.9	6 281	100.0	4 739	72.1	1 820	27.7	6 571	100.0
5.3		6.6		5.6		5.7		6.0		5.7	
00	72.9	26 750	26.2	102 250	100.0	74 656	72.2	27 899	27.0	103 469	100.0
90.8		91.0		90.9		90.0		91.6		90.5	
33	72.9	29 391	26.1	112 543	100.0	82 906	72.5	30 472	26.7	114 341	100.0
100.0		100.0		100.0		100.0		100.0		100.0	

Table 45

Appointments by type and appointing authority

Number and percentage [vertical (V) and horizontal (H)] of appointments within the Public Service, by type and appointing authority, 1977 and 1978

Type of appointment		Selection process	
Promotions			
		● with competition	• poster
			• inventory
		● without competition	• reclassification
			• other process
		Total	
Transfers			
■ Lateral	■ Reappointment for an additional term	● with competition	• poster
			• inventory
		● without competition	• reclassification
			• other process
	■ Other	● with competition	• poster
			• inventory
		● without competition	• reclassification
			• other process
		Total	

^aIncludes 23 appointments in 1977 for which appointing authority was not specified on appointment documents.

^bTotal does not agree with the sum of types of appointment because in 536 cases in 1977 and 620 in 1978, type of appointment was not specified on appointment documents.

1977						1978					
PSC authority	Departmental authority		Total ^a			PSC authority	Departmental authority		Total		
	%(H)	%(V)	%(H)	%(V)			%(H)	%(V)	%(H)	%(V)	
%(V)	No.	%(V)	No.	%(V)		No.	%(V)	No.	%(V)	No.	%(V)
4.4	16 249	95.6	16 993	100.0		907	5.7	15 092	94.3	15 999	100.0
16.3		44.8		41.6		21.8		50.7		47.2	
24.8	3 261	75.2	4 338	100.0		24.3		75.7		3 955	100.0
23.7		9.0		10.6		23.1		10.1		11.7	
11.7	10 078	88.2	11 420	100.0		16.0		84.0		7 349	100.0
29.5		27.8		28.0		28.3		20.8		21.7	
17.1	6 700	82.9	8 087	100.0		16.9		83.1		6 605	100.0
30.4		18.5		19.8		26.8		18.5		19.5	
11.1	36 288	88.9	40 838	100.0		12.3		87.7		33 908	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
1.6	1 078	98.4	1 095	100.0		0.7		99.3		2 137	100.0
0.4		1.7		1.6		0.3		3.0		2.8	
4.3	810	95.7	846	100.0		3.8		96.2		2 027	100.0
0.8		1.3		1.2		1.4		2.7		2.6	
0.0	7	100.0	7	100.0		14.3		85.7		7	100.0
0.0		0.0		0.0		0.0		0.0		0.0	
3.3	20 759	96.7	21 476	100.0		3.8		96.2		23 134	100.0
15.5		32.7		31.5		16.2		31.2		30.1	
2.9	14 415	97.1	14 849	100.0		3.3		96.7		16 089	100.0
9.3		22.7		21.8		9.8		21.8		20.9	
11.5	3 733	88.5	4 220	100.0		12.5		87.5		4 989	100.0
10.5		5.9		6.2		11.3		6.1		6.5	
23.1	1 387	76.9	1 804	100.0		30.0		70.0		1 853	100.0
9.0		2.2		2.6		10.1		1.8		2.4	
10.6	21 314	89.4	23 844	100.0		10.5		89.5		26 646	100.0
54.5		33.6		35.0		50.9		33.4		34.7	
6.8	63 503	93.2	68 141	100.0		7.2		92.8		76 882	100.0
100.0		100.0		100.0		100.0		100.0		100.0	

Table 45—cont'd

Type of appointment	Selection process	
■ Downward	● with competition	• poster
		• inventory
	● without competition	• reclassification
		• other process
	Total	
Demotions		
All types of appointment ^b		
	● with competition	• poster
		• inventory
	● without competition	• reclassification
		• other process
	Grand total	

^aIncludes 23 appointments in 1977 for which appointing authority was not specified on appointment documents.

^bTotal does not agree with the sum of types of appointment because in 536 cases in 1977 and 620 in 1978, type of appointment was not specified on appointment documents.

1977						1978					
PSC authority		Departmental authority		Total ^a		PSC authority		Departmental authority		Total	
No.	%(H)	No.	%(H)	No.	%(H)	No.	%(H)	No.	%(H)	No.	%(H)
%(V)		%(V)		%(V)		%(V)		%(V)		%(V)	
18	2.6	664	97.4	682	100.0	31	4.5	656	95.5	687	100.0
7.5		23.8		22.5		11.1		24.8		23.5	
12	7.4	151	92.6	163	100.0	22	12.8	150	87.2	172	100.0
5.0		5.4		5.4		7.9		5.7		5.9	
12	23.1	40	76.9	52	100.0	10	13.3	65	86.7	75	100.0
5.0		1.4		1.7		3.6		2.5		2.6	
197	9.2	1 923	90.8	2 120	100.0	216	10.8	1 776	89.2	1 992	100.0
82.4		69.3		70.4		77.4		67.1		68.1	
239	7.9	2 778	92.1	3 017	100.0	279	9.5	2 647	90.5	2 926	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
0	0.0	11	100.0	11	100.0	0	0.0	5	100.0	5	100.0
0.0		100.0		100.0		0.0		100.0		100.0	
210	3.6	32 503	96.4	33 717	100.0	1 496	4.3	33 673	95.7	35 169	100.0
12.9		31.5		30.0		15.0		32.3		30.8	
613	16.7	8 065	83.3	9 679	100.0	1 688	15.0	9 581	85.0	11 269	100.0
17.1		7.8		8.6		17.0		9.2		9.9	
770	13.3	11 513	86.7	13 285	100.0	1 743	18.8	7 542	81.2	9 285	100.0
18.8		11.2		11.8		17.5		7.2		8.1	
825	8.6	51 021	91.4	55 862	100.0	5 019	8.6	53 599	91.4	58 618	100.0
51.2		49.5		49.6		50.5		51.3		51.3	
418	8.4	103 102	91.6	112 543	100.0	9 946	8.7	104 395	91.3	114 341	100.0
100.0		100.0		100.0		100.0		100.0		100.0	

Table 46

Appointments, appointing authority and sex

Number and percentage [vertical (V) and horizontal (H)] of appointments by type of appointment, sex and appointing authority, 1977 and 1978

Type of appointment		Sex
Promotions		
		• Men
		• Women
		Total^b
Transfers		
■ Lateral	● Reappointment for an additional term	• Men
		• Women
	● Other	• Men
		• Women
		Total^b
■ Downward		• Men
		• Women
		Total^b
Demotions		
		• Men
		• Women
		Total^b
All types of appointment^c		
		• Men
		• Women
		Grand total^b

^aIncludes 23 appointments in 1977 for which appointing authority was not specified on appointment documents.

^bIncludes 7 appointees in 1977 whose sex was not specified on appointment documents.

^cTotal does not agree with the sum of types of appointment because in 536 cases in 1977 and 620 in 1978, type of appointment was not specified on appointment documents.

1977						1978					
PSC authority		Departmental authority		Total ^a		PSC authority		Departmental authority		Total	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
15.3		84.7		100.0		17.4		82.6		100.0	
81.6	20 534	56.6	24 241	59.4	3 392	81.6	16 074	54.0	19 466	57.4	100.0
5.0	15 752	94.9	16 595	100.0	767	5.3	13 675	94.7	14 442	100.0	100.0
18.4		43.4		40.6	18.4		46.0		42.6		100.0
11.1	36 288	88.9	40 838	100.0	4 159	12.3	29 749	87.7	33 908	100.0	100.0
100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
3.9	11 514	96.1	11 981	100.0	542	4.0	13 150	96.0	13 692	100.0	100.0
10.1		18.1		17.6	9.9		18.4		17.8		100.0
2.6	11 139	97.4	11 442	100.0	443	3.3	13 170	96.7	13 613	100.0	100.0
6.5		17.5		16.8	8.1		18.4		17.7		100.0
12.0	20 990	87.9	23 868	100.0	3 426	12.7	23 602	87.3	27 028	100.0	100.0
62.1		33.1		35.0	62.3		33.1		35.2		100.0
4.7	19 857	95.3	20 848	100.0	1 087	4.8	21 462	95.2	22 549	100.0	100.0
21.3		31.3		30.6	19.8		30.1		29.3		100.0
6.8	63 501	93.2	68 141	100.0	5 498	7.2	71 384	92.8	76 882	100.0	100.0
100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
9.1	1 723	90.9	1 896	100.0	217	11.8	1 624	88.2	1 841	100.0	100.0
72.4		62.0		62.8	77.8		61.4		62.9		100.0
5.9	1 055	94.1	1 121	100.0	62	5.7	1 023	94.3	1 085	100.0	100.0
27.6		38.0		37.2	22.2		38.6		37.1		100.0
7.9	2 778	92.1	3 017	100.0	279	9.5	2 647	90.5	2 926	100.0	100.0
100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
0.0	10	100.0	10	100.0	0	0.0	5	100.0	5	100.0	100.0
0.0		90.9		90.9	0.0		100.0		100.0		100.0
0.0	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0	0.0
0.0		9.1		9.1	0.0		0.0		0.0		100.0
0.0	11	100.0	11	100.0	0	0.0	5	100.0	5	100.0	100.0
0.0	100.0	100.0	100.0	100.0	0.0	100.0	100.0	100.0	100.0	100.0	100.0
11.6	54 998	88.4	62 232	100.0	7 585	12.2	54 706	87.8	62 291	100.0	100.0
76.7		53.3		55.3	76.3		52.4		54.5		100.0
4.4	48 098	95.6	50 304	100.0	2 361	4.5	49 689	95.5	52 050	100.0	100.0
23.3		46.7		44.7	23.7		47.6		45.5		100.0
8.4	103 102	91.6	112 543	100.0	9 946	8.7	104 395	91.3	114 341	100.0	100.0
100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Table 47

Appointments, appointing authority and language group

Number and percentage [vertical (V) and horizontal (H)] of appointments within the P Service, by type of appointment, language group and appointing authority, 1977 and 1978

Type of appointment	Language group ^b
---------------------	-----------------------------

Promotions	
-------------------	--

	• Anglophones
--	---------------

	• Francophones
--	----------------

	Total^c
--	--------------------------

Transfers	
------------------	--

■ Lateral		
-----------	--	--

● Reappointment for an additional term	
--	--

	• Anglophones
--	---------------

	• Francophones
--	----------------

● Other	
---------	--

	• Anglophones
--	---------------

	• Francophones
--	----------------

	Total^c
--	--------------------------

■ Downward		
------------	--	--

	• Anglophones
--	---------------

	• Francophones
--	----------------

	Total^c
--	--------------------------

Demotions	
------------------	--

	• Anglophones
--	---------------

	• Francophones
--	----------------

	Total^c
--	--------------------------

All types of appointment^d	
---	--

	• Anglophones
--	---------------

	• Francophones
--	----------------

	Grand total^c
--	--------------------------------

^a Includes 23 appointments in 1977 for which appointing authority was not specified on appointment documents.

^b Preferred working language.

^c Includes 1 059 appointees in 1977 and 963 in 1978 whose preferred working language was not specified on appointment documents.

^d Total does not agree with the sum of types of appointment because in 536 cases in 1977 and 620 in 1978, type of appointment was not specified on appointment documents.

SC Priority	1977					1978					
	Departmental authority		Total ^a			PSC authority		Departmental authority		Total	
	% (H)	No.	% (H)	No.		% (H)	No.	% (H)	No.	% (H)	
	(V)		% (V)			% (V)		% (V)		% (V)	% (V)
12.8	12.2	26 984	87.7	30 751	100.0	3 404	13.3	22 215	86.7	25 619	100.0
	7.7	8 946	92.3	9 693	100.0	718	9.1	7 197	90.9	7 915	100.0
6.4		24.7		23.7		17.3		24.2		23.3	
	11.1	36 288	88.9	40 838	100.0	4 159	12.3	29 749	87.7	33 908	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
4.2	3.8	16 459	96.1	17 120	100.0	824	4.2	18 639	95.8	19 463	100.0
		25.9		25.1		15.0		26.1		25.3	
2.3	1.8	5 985	98.2	6 093	100.0	154	2.0	7 510	98.0	7 664	100.0
		9.4		8.9		2.8		10.5		10.0	
4.5	9.4	28 624	90.5	31 615	100.0	3 433	9.8	31 737	90.2	35 170	100.0
		45.1		46.4		62.4		44.5		45.7	
7.9	6.5	11 849	93.5	12 678	100.0	1 041	7.4	12 977	92.6	14 018	100.0
		18.7		18.6		18.9		18.2		18.2	
100.0	6.8	63 501	93.2	68 141	100.0	5 498	7.2	71 384	92.8	76 882	100.0
		100.0		100.0		100.0		100.0		100.0	
6.2	8.1	2 069	91.9	2 251	100.0	217	9.6	2 035	90.4	2 252	100.0
		74.5		74.6		77.8		76.9		77.0	
3.0	7.4	691	92.6	746	100.0	62	9.4	597	90.6	659	100.0
		24.9		24.7		22.2		22.6		22.5	
100.0	7.9	2 778	92.1	3 017	100.0	279	9.5	2 647	90.5	2 926	100.0
		100.0		100.0		100.0		100.0		100.0	
0.0	0.0	8	100.0	8	100.0	0	0.0	3	100.0	3	100.0
		72.7		72.7		0.0		60.0		60.0	
0.0	0.0	3	100.0	3	100.0	0	0.0	2	100.0	2	100.0
		27.3		27.3		0.0		40.0		40.0	
100.0	0.0	11	100.0	11	100.0	0	0.0	5	100.0	5	100.0
		100.0		100.0		0.0		100.0		100.0	
0.6	9.2	74 482	90.7	82 093	100.0	7 886	9.5	75 020	90.5	82 906	100.0
		72.2		72.9		79.3		71.9		72.5	
3.4	5.9	27 650	94.1	29 391	100.0	1 977	6.5	28 495	93.5	30 472	100.0
		26.8		26.1		19.9		27.3		26.7	
11.0	8.4	103 102	91.6	112 543	100.0	9 946	8.7	104 395	91.3	114 341	100.0
		100.0		100.0		100.0		100.0		100.0	

Table 48

Appointments, geographic area and sex

Number and percentage of appointments to and within the Public Service, by geographic area and sex, 1977 and 1978

Geographic area	1977										
	To the Public Service					Within the Public Service					Grand total
	Men		Women		Total ^b	Men		Women		Total ^b	
No.	%	No.	%	No.		%	No.	%	No.		%
Newfoundland	256	65.5	135	34.5	391	1 414	67.0	698	33.0	2 112	2 503
Prince Edward Island	59	75.6	19	24.4	78	286	62.7	170	37.3	456	535
Nova Scotia	632	66.1	324	33.9	956	3 686	67.1	1 810	32.9	5 496	6 453
New Brunswick	435	67.9	206	32.1	641	2 388	63.6	1 369	36.4	3 757	4 399
Québec ^c	2 329	65.7	1 218	34.3	3 547	11 538	61.0	7 366	39.0	18 904	22 453
Ontario ^c	2 278	59.4	1 559	40.6	3 837	11 906	57.4	8 837	42.6	20 748	24 588
Manitoba	618	48.2	664	51.8	1 282	2 391	52.6	2 157	47.4	4 548	5 831
Saskatchewan	453	52.9	404	47.1	857	1 446	53.7	1 248	46.3	2 694	3 551
Alberta	1 324	49.8	1 334	50.2	2 659	2 958	51.0	2 841	49.0	5 799	8 459
British Columbia	1 586	55.2	1 286	44.8	2 872	6 040	60.3	3 972	39.7	10 012	12 886
Yukon Territory	63	29.7	149	70.3	212	211	58.4	150	41.6	361	573
Northwest Territories	238	51.0	229	49.0	467	482	63.4	278	36.6	760	1 227
National Capital Region	2 389	51.6	2 242	48.4	4 631	17 384	47.3	19 389	52.7	36 775	41 409
Outside Canada	2	40.0	3	60.0	5	95	94.1	6	5.9	101	106
Total^d	12 663	56.4	9 773	43.6	22 437	62 232	55.3	50 304	44.7	112 543	134 996
1978											
Newfoundland	253	68.2	118	31.8	371	1 570	69.4	692	30.6	2 262	2 633
Prince Edward Island	43	63.2	25	36.8	68	349	56.9	264	43.1	613	681
Nova Scotia	656	68.3	305	31.7	961	4 466	68.5	2 054	31.5	6 520	7 481
New Brunswick	273	54.0	233	46.0	506	2 109	60.3	1 390	39.7	3 499	4 005
Québec ^c	2 095	66.4	1 060	33.6	3 155	11 431	58.4	8 140	41.6	19 571	22 726
Ontario ^c	1 760	53.0	1 560	47.0	3 320	11 544	57.4	8 585	42.6	20 129	23 449
Manitoba	461	47.5	510	52.5	971	2 223	53.6	1 921	46.4	4 144	5 115
Saskatchewan	422	51.8	393	48.2	815	1 319	51.0	1 266	49.0	2 585	3 400
Alberta	1 212	48.7	1 279	51.3	2 491	3 126	50.4	3 078	49.6	6 204	8 695
British Columbia	1 094	54.6	909	45.4	2 003	6 368	60.6	4 133	39.4	10 501	12 504
Yukon Territory	98	49.7	99	50.3	197	268	63.5	154	36.5	422	619
Northwest Territories	203	47.5	224	52.5	427	434	56.6	333	43.4	767	1 194
National Capital Region	1 895	48.2	2 039	51.8	3 934	16 923	45.8	20 019	54.2	36 942	40 876
Outside Canada	4	80.0	1	20.0	5	160	88.4	21	11.6	181	186
Total^d	10 469	54.5	8 755	45.5	19 224	62 291	54.5	52 050	45.5	114 341	133 565

^aIncludes 16 appointees in 1977 whose previous type of employment was not specified on appointment documents.^bIncludes one appointment "to" the Public Service and 7 appointments "within" in 1977 where sex of appointee was not specified on appointment documents.^cExcluding the National Capital Region.^dIncludes 23 appointments in 1977 and one in 1978 where "geographic area" was not specified on appointment documents.

Appointments, geographic area and language group

Number and percentage of appointments to and within the Public Service, by geographic area and language group, 1977 and 1978

Geographic area	1977											
	To the Public Service					Within the Public Service					Grand total ^b	
	Anglophones ^a		Francophones ^a		Total ^c	Anglophones ^a		Francophones ^a		Total ^c		
	No.	%	No.	%		No.	%	No.	%			
Yukon	386	98.7	2	0.5	391	2 101	99.5	11	0.5	2 112	2 503	1.9
Prince Edward Island	77	98.7	1	1.3	78	455	99.8	1	0.2	456	535	0.4
Alberta	937	98.0	19	2.0	956	5 445	99.1	44	0.8	5 496	6 453	4.8
Manitoba	558	87.1	78	12.2	641	3 377	89.9	307	8.2	3 757	4 399	3.3
Ontario	196	5.5	3 330	93.9	3 547	818	4.3	18 034	95.4	18 904	22 453	16.6
Quebec ^d	3 761	98.0	73	1.9	3 837	20 511	98.9	204	1.0	20 748	24 588	18.2
Saskatchewan	1 274	99.4	7	0.5	1 282	4 502	99.0	44	1.0	4 548	5 831	4.3
British Columbia	852	99.4	4	0.5	857	2 687	99.7	5	0.2	2 694	3 551	2.6
Northwest Territories	2 655	99.8	2	0.1	2 659	5 783	99.7	13	0.2	5 799	8 459	6.3
Yukon	2 864	99.7	6	0.2	2 872	9 967	99.6	36	0.4	10 012	12 886	9.5
Prince Edward Island	212	100.0	0	0.0	212	358	99.2	3	0.8	361	573	0.4
Alberta	465	99.6	2	0.4	467	735	96.7	25	3.3	760	1 227	0.9
Manitoba	3 212	69.4	1 338	28.9	4 631	25 259	68.7	10 639	28.9	36 775	41 409	30.7
Ontario	1	20.0	4	80.0	5	79	78.2	21	20.8	101	106	0.1
Quebec ^d	17 450	77.8	4 868	21.7	22 437	82 093	72.9	29 391	26.1	112 543	134 996	100.0
1978												
Yukon	370	99.7	1	0.3	371	2 252	99.6	9	0.4	2 262	2 633	2.0
Prince Edward Island	67	98.5	1	1.5	68	613	100.0	0	0.0	613	681	0.5
Alberta	937	97.5	23	2.4	961	6 451	98.9	66	1.0	6 520	7 481	5.6
Manitoba	443	87.5	51	10.1	506	2 937	83.9	509	14.5	3 499	4 005	3.0
Ontario	114	3.6	3 034	96.2	3 155	813	4.2	18 686	95.5	19 571	22 726	17.0
Quebec ^d	3 241	97.6	74	2.2	3 320	19 777	98.3	318	1.6	20 129	23 449	17.6
Saskatchewan	966	99.5	5	0.5	971	4 118	99.4	23	0.6	4 144	5 115	3.8
British Columbia	795	97.5	19	2.3	815	2 579	99.8	4	0.2	2 585	3 400	2.5
Northwest Territories	2 487	99.8	3	0.1	2 491	6 187	99.7	12	0.2	6 204	8 695	6.5
Yukon	1 998	99.8	5	0.2	2 003	10 473	99.7	22	0.2	10 501	12 504	9.4
Prince Edward Island	197	100.0	0	0.0	197	422	100.0	0	0.0	422	619	0.5
Alberta	426	99.8	1	0.2	427	728	94.9	39	5.1	767	1 194	0.9
Manitoba	2 645	67.2	1 234	31.4	3 934	25 413	68.8	10 745	29.1	36 942	40 876	30.6
Ontario	2	40.0	3	60.0	5	142	78.5	39	21.5	181	186	0.1
Quebec ^d	14 688	76.4	4 454	23.2	19 224	82 906	72.5	30 472	26.7	114 341	133 565	100.0

^a Preferred working language of appointee.
^b Includes 16 appointees in 1977 whose previous type of employment was not specified on appointment documents.
^c Includes 119 appointments "to" the Public Service in 1977; 1059 "within" in 1977; and 82 "to" and 963 "within" in 1978, where language group was not specified on appointment documents.
^d Including National Capital Region.
^e Includes 23 appointments in 1977 and one in 1978 where "geographic area" was not specified on appointment documents.

Table 50

Appointments, category and language requirement of position

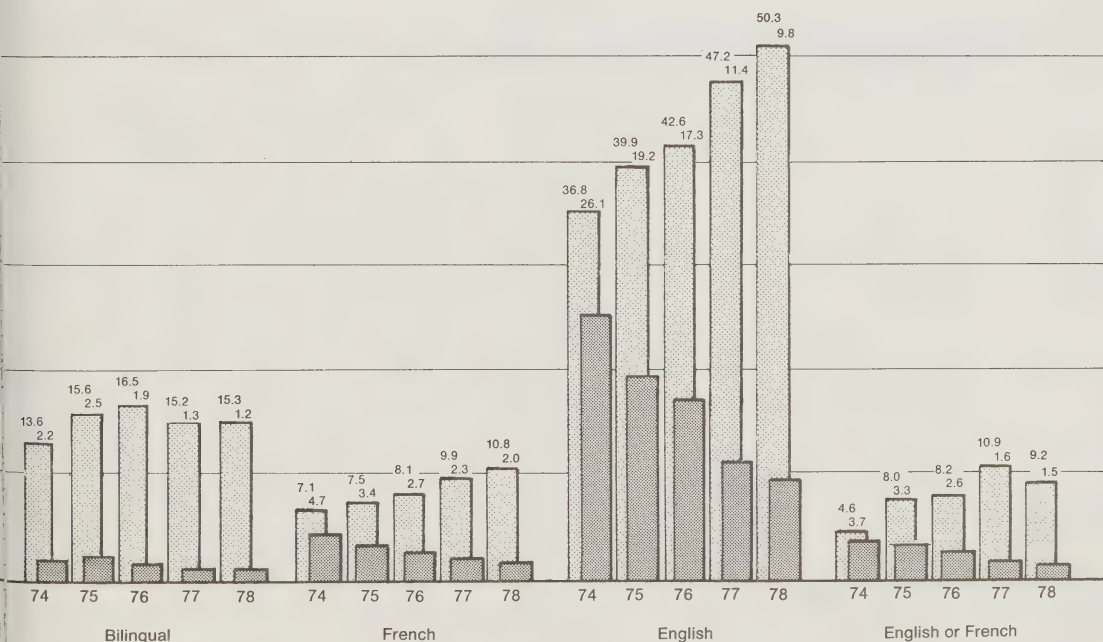
Number and percentage of appointments to and within the Public Service, by category and language requirement of position, 1977 and 1978

Occupational category	Language requirement of position	1977						1978					
		To the Public Service		Within the Public Service		Total ^a		To the Public Service		Within the Public Service		Total	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Senior Executive	Bilingual	19	70.4	420	72.5	439	72.4	20	90.9	413	79.7	433	
	French	0	0.0	1	0.2	1	0.2	0	0.0	0	0.0	0	
	English	2	7.4	75	13.0	77	12.7	2	9.1	70	13.5	72	
	French or English	6	22.2	83	14.3	89	14.7	0	0.0	35	6.8	35	
	Total^b	27	100.0	579	100.0	606	100.0	22	100.0	518	100.0	540	
Scientific and Professional	Bilingual	204	8.8	1 453	22.5	1 657	18.9	137	8.4	1 460	22.1	1 597	
	French	173	7.5	544	8.4	717	8.2	119	7.3	601	9.1	720	
	English	1 640	71.0	3 926	60.9	5 566	63.6	1 183	72.7	4 124	62.5	5 307	
	French or English	293	12.7	523	8.1	816	9.3	188	11.6	411	6.2	599	
	Total^b	2 310	100.0	6 447	100.0	8 757	100.0	1 627	100.0	6 597	100.0	8 224	
Administrative and Foreign Service	Bilingual	470	16.0	8 178	34.6	8 648	32.6	456	21.5	7 605	36.1	8 061	
	French	351	11.9	1 631	6.9	1 982	7.5	164	7.7	1 730	8.2	1 894	
	English	1 832	62.2	12 032	51.0	13 864	52.2	1 189	56.0	10 807	51.3	11 996	
	French or English	290	9.8	1 759	7.4	2 049	7.7	315	14.8	919	4.4	1 234	
	Total^b	2 946	100.0	23 613	100.0	26 559	100.0	2 124	100.0	21 062	100.0	23 186	
Technical	Bilingual	215	11.7	1 435	16.2	1 650	15.5	139	8.9	1 356	14.9	1 495	
	French	114	6.2	630	7.1	744	7.0	122	7.8	738	8.1	860	
	English	1 308	71.2	5 850	66.2	7 158	67.1	1 163	74.1	6 298	69.4	7 461	
	French or English	200	10.9	919	10.4	1 119	10.5	146	9.3	686	7.6	832	
	Total^b	1 838	100.0	8 837	100.0	10 675	100.0	1 570	100.0	9 078	100.0	10 648	
Administrative Support	Bilingual	796	13.5	8 259	18.0	9 055	17.5	732	13.6	8 733	18.3	9 465	
	French	695	11.8	5 756	12.5	6 451	12.5	656	12.2	6 458	13.5	7 114	
	English	3 773	63.9	23 049	50.2	26 822	51.8	3 384	63.0	25 017	52.3	28 401	
	French or English	641	10.9	8 753	19.1	9 396	18.1	600	11.2	7 588	15.9	8 188	
	Total^b	5 906	100.0	45 886	100.0	51 794	100.0	5 373	100.0	47 817	100.0	53 190	
Operational	Bilingual	74	0.8	743	2.7	817	2.2	136	1.6	794	2.7	930	
	French	1 726	18.5	4 807	17.7	6 533	17.9	1 548	18.3	4 929	16.9	6 477	
	English	6 854	73.3	18 825	69.4	25 682	70.4	6 103	72.0	20 806	71.2	26 909	
	French or English	695	7.4	2 708	10.0	3 403	9.3	690	8.1	2 679	9.2	3 369	
	Total^b	9 353	100.0	27 107	100.0	36 463	100.0	8 480	100.0	29 214	100.0	37 694	
All categories^c	Bilingual	1 779	7.9	20 517	18.2	22 296	16.5	1 620	8.4	20 384	17.8	22 004	
	French	3 060	13.6	13 369	11.9	16 431	12.2	2 609	13.6	14 456	12.6	17 065	
	English	15 456	68.9	63 782	56.7	79 249	58.7	13 045	67.9	67 138	58.7	80 183	
	French or English	2 133	9.5	14 765	13.1	16 900	12.5	1 946	10.1	12 334	10.8	14 280	
	Grand total^b	22 437	100.0	112 543	100.0	134 996	100.0	19 224	100.0	114 341	100.0	133 565	

^aIncludes 16 appointees in 1977 whose previous type of employment was not specified on appointment documents.^bCategory totals do not agree with totals for "language requirements of position" because this requirement was not specified on 120 appointment documents in 1977 and 33 in 1978.^cIncludes 142 appointments in 1977 and 83 in 1978 to positions not converted to one of the six categories.

Appointments by language requirement of position

Percentage of total appointments by language requirement of position showing appointments to within the Public Service, 1974 to 1978



Appointments within the Public Service



Appointments to the Public Service

Note: See Table 50.

Figure 6

Appointments by language group

Appointments by language of employees as a percentage of total appointments, 1974 to 1978

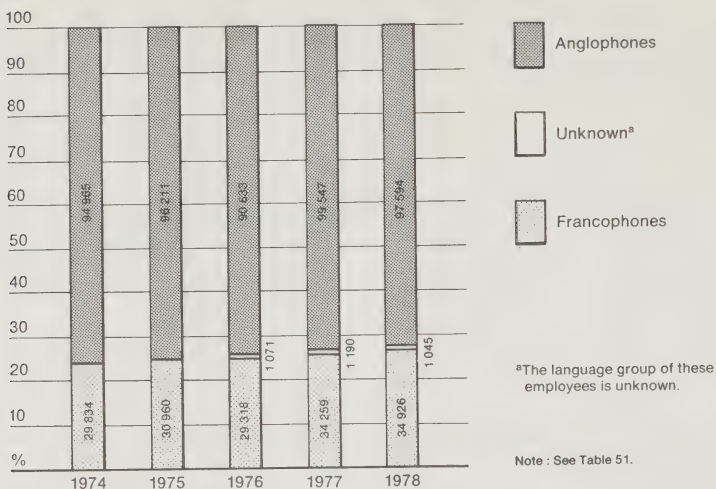


Table 51

Appointments, language requirement of position and language group

Number and percentage of appointments to and within the Public Service, by language requirement of position and by language group, 1977 and 1978

		1977						1978					
		To the Public Service		Within the Public Service		Total ^a		To the Public Service		Within the Public Service		Total	
Language requirement of position	Language group ^b	No.	%	No.	%	No.	%	No.	%	No.	%	No.	
Bilingual	Anglophones	587	33.0	8 642	42.1	9 229	41.4	541	33.4	8 474	41.6	9 015	
	Francophones	1 117	62.8	11 162	54.4	12 279	55.1	1 037	64.0	11 242	55.2	12 279	
	Total^c	1 779	100.0	20 517	100.0	22 296	100.0	1 620	100.0	20 384	100.0	22 004	
French	Anglophones	45	1.5	256	1.9	301	1.8	32	1.2	200	1.4	232	
	Francophones	3 010	98.4	13 096	98.0	16 106	98.0	2 575	98.7	14 229	98.4	16 804	
	Total^c	3 060	100.0	13 369	100.0	16 431	100.0	2 609	100.0	14 456	100.0	17 065	
English	Anglophones	15 305	99.0	62 811	98.5	78 119	98.6	12 922	99.1	66 148	98.5	79 070	
	Francophones	133	0.9	821	1.3	954	1.2	115	0.9	880	1.3	995	
	Total^c	15 456	100.0	63 782	100.0	79 249	100.0	13 045	100.0	67 138	100.0	80 183	
French or English	Anglophones	1 506	70.6	10 313	69.8	11 820	69.9	1 191	61.2	8 067	65.4	9 258	
	Francophones	606	28.4	4 275	29.0	4 881	28.9	725	37.3	4 109	33.3	4 834	
	Total^c	2 133	100.0	14 765	100.0	16 900	100.0	1 946	100.0	12 334	100.0	14 280	
All language requirements ^d	Anglophones	17 450	77.8	82 093	72.9	99 547	73.7	14 688	76.4	82 906	72.5	97 594	
	Francophones	4 868	21.7	29 391	26.1	34 259	25.4	4 454	23.2	30 472	26.7	34 926	
	Grand total^c	22 437	100.0	112 543	100.0	134 996	100.0	19 224	100.0	114 341	100.0	133 565	

^aIncludes 16 appointees in 1977 whose previous type of employment was not specified on appointment documents.^bPreferred working language of appointee.^cIncludes 120 appointees in 1977 and 33 in 1978 whose language requirement of position was not specified on appointment documents.^dThe totals for "language requirement of position" do not agree with those given for "language group" because the preferred working language was not shown on 1 190 appointment documents in 1977 and 1 045 in 1978.

Table 52

Appointments and imperative bilingual positions

Number and percentage of appointments from outside and within the Public Service to imperative bilingual positions, by occupational category, type of employment and language group, 1978

		1978					
		Anglophones ^a		Francophones ^a		Total ^b	
Occupational category	Type of employment	No.	%	No.	%	No.	%
Senior Executive	Full time for an indeterminate period	3	42.9	4	57.1	7	100.0
	Full time for specified term	5	71.4	2	28.6	7	100.0
	Total	8	57.1	6	42.9	14	100.0
Scientific and Professional	Full time for an indeterminate period	1	12.5	7	87.5	8	100.0
	Full time for specified term	36	33.3	69	63.9	108	100.0
	Total	39	32.8	77	64.7	119	100.0
Administrative and Foreign Service	Full time for an indeterminate period	32	18.5	138	79.8	173	100.0
	Full time for specified term	218	39.5	320	58.0	552	100.0
	Total	253	34.7	460	63.0	730	100.0
Technical	Full time for an indeterminate period	1	25.0	1	25.0	4	100.0
	Full time for specified term	35	29.2	82	68.3	120	100.0
	Total	36	29.0	83	66.9	124	100.0
Administrative Support	Full time for an indeterminate period	21	25.9	43	53.1	81	100.0
	Full time for specified term	668	28.4	1 550	65.9	2 354	100.0
	Total	694	28.3	1 610	65.5	2 457	100.0
Operational	Full time for an indeterminate period	0	0.0	0	0.0	0	0.0
	Full time for specified term	55	39.0	80	56.7	141	100.0
	Total	55	38.5	82	57.3	143	100.0
All categories	Full time for an indeterminate period	58	21.3	193	70.7	273	100.0
	Full time for specified term	1 017	31.0	2 103	64.1	3 282	100.0
	Grand total^c	1 085	30.3	2 318	64.6	3 587	100.0

^aPreferred working language.

^bIncludes 184 employees whose preferred working language was not specified on appointment documents.

^cIn 32 cases the type of employment is not specified on appointment documents.

Note: As in the past, no candidate may be appointed to a specified term position unless its language requirements are met.

Table 53

Appointments and non-imperative bilingual positions

Number and percentage of appointments from outside and within the Public Service to non-imperative bilingual positions^a, by occupational category, linguistic status of appointee and language group, 1978

		1978				
Occupational category	Status of appointee as to linguistic requirements of position	Anglophones ^b		Francophones ^b		Total ^c
		No.	%	No.	%	
Senior Executive	Met	175	54.5	78	91.8	266
	Must meet	72	22.5	5	5.9	77
	Not required to meet ^d	74	23.0	2	2.3	76
	Total	321	100.0	85	100.0	419
Scientific and Professional	Met	523	63.3	543	86.1	1 085
	Must meet	193	23.3	61	9.7	254
	Not required to meet ^d	111	13.4	27	4.2	139
	Total	827	100.0	631	100.0	1 478
Administrative and Foreign Service	Met	2 232	63.7	3 264	89.6	5 671
	Must meet	805	23.0	238	6.5	1 045
	Not required to meet ^d	468	13.3	142	3.9	615
	Total	3 505	100.0	3 644	100.0	7 331
Technical	Met	289	58.6	647	75.2	953
	Must meet	107	21.7	70	8.1	177
	Not required to meet ^d	97	19.7	144	16.7	241
	Total	493	100.0	861	100.0	1 371
Administrative Support	Met	1 669	67.2	3 744	88.2	5 676
	Must meet	645	25.9	375	8.8	1 030
	Not required to meet ^d	172	6.9	125	3.0	302
	Total	2 486	100.0	4 244	100.0	7 008
Operational	Met	198	70.5	421	85.9	635
	Must meet	47	16.7	52	10.6	99
	Not required to meet ^d	36	12.8	17	3.5	53
	Total	281	100.0	490	100.0	787
All categories^e	Met	5 098	64.3	8 703	87.4	14 304
	Must meet	1 873	23.6	801	8.0	2 686
	Not required to meet ^d	959	12.1	457	4.6	1 427
	Grand total	7 930	100.0	9 961	100.0	18 417

^aAll appointments to non-imperative bilingual positions are for an indeterminate period.

^bPreferred working language of appointee.

^cIncludes 526 employees in 1978 whose preferred working language was not specified on appointment documents.

^dIncumbents authorized by the Exclusion Order to occupy a bilingual position without meeting its linguistic requirements, although some incumbents may express the willingness to meet it. Aside from unilingual incumbents, this group consists of bilinguals whose linguistic status is lower than the requirements of the position.

^eIn 23 cases, occupational category is not specified on appointment documents.

Table 54

Appointments, university graduates

Number and percentage of graduates appointed through the university recruitment program, compared with total graduates, by geographic area in which degree was obtained, language of appointment and sex, 1978

Geographic area	Appointments						Graduates ^a				Ratio: Appoint- ments/ Graduates
	Anglo- phones ^b	Franco- phones ^b	Men	Women	Total		Men	Women	Total		
					No.	%			No.	%	
Yukon	9	0	9	0	9	0.9	920	655	1 575	1.6	0.6
Prince Edward Island	6	0	5	1	6	0.6	160	155	315	0.3	1.9
Nova Scotia	40	0	30	10	40	3.8	2 605	2 315	4 920	4.9	0.8
New Brunswick	12	26	30	8	38	3.6	1 340	1 290	2 630	2.6	1.4
Quebec	54	213	178	89	267	25.4	13 730	9 700	23 430	23.1	1.1
Ontario	497	60	323	234	557	53.0	24 150	22 225	46 375	45.7	1.2
Manitoba	50	0	33	17	50	4.8	2 615	2 205	4 820	4.8	1.0
Alberta	11	0	10	1	11	1.0	1 760	1 475	3 235	3.2	0.3
British Columbia	33	0	20	13	33	3.1	4 170	3 445	7 615	7.5	0.4
Atlantic Canada ^c	26	2	18	10	28	2.7	3 670	2 765	6 435	6.3	0.4
Outside Canada ^d	10	2	10	2	12	1.1	—	—	—	—	—
Total	748	303	666	385	1 051	100.0	55 120	46 230	101 350	100.0	1.0

^a Graduates in 1977-1978 academic year, from Statistics Canada.

^b Preferred working language of appointee.

^c Indians studying outside Canada.

Table 55

Applications and appointments, university graduates

Number of applications and graduates appointed through the university recruitment program, by occupational field, language group and sex, 1977 and 1978

Occupational field	1977						1978					
	Applica- tions	Anglo- phones ^a	Franco- phones ^a	Men	Women	Total	Applica- tions ^b	Anglo- phones ^a	Franco- phones ^a	Men	Women	Total
Administrative	9 190	188	69	164	93	257	11 116	300	117	216	201	417
Police Service	4 192	22	8	25	5	30	3 963	19	5	17	7	24
Engineering and Accounting	2 159	218	64	232	50	282	3 010	189	91	211	69	280 ^c
Health and Applied Sciences	5 722	174	51	166	59	225	4 603	148	44	142	50	192
Computer Systems	772	46	7	39	14	53	863	27	2	24	5	29
Social Economic	2 992	115	46	100	61	161	2 538	65	44	56	53	109
Total	25 027	763	245	726	282	1 008	26 093	748	303	666	385	1 051

^a Preferred working language of appointee.

^b Total number of applications in 1978, 26 093.

^c Includes the total number of applicants, 16 241, as

well as applicants sent in more than one application.

^d Includes 25 appointments in 1978 to the Office of the

Attorney General.

Table 56

Applications and appointments, community college and CEGEP graduates

Number of applications and graduates appointed through community colleges and CEGEPs by occupational field, language group and sex, 1977 and 1978

Occupational field	1977						1978					
	Applications	Anglo-phones ^a	Franco-phones ^a	Men	Women	Total	Applications	Anglo-phones ^a	Franco-phones ^a	Men	Women	
Management Sciences	846	73	11	43	41	84	731	46	2	26	22	
Pure and Applied Sciences	2 794	148	55	171	32	203	1 927	145	20	134	31	
Computer Systems	407	56	11	46	21	67	171	37	23	42	18	
Total	4 047	277	77	260	94	354	2 829	228	45	202	71	

^aPreferred working language of appointee.

Table 57

Appointments, career-oriented summer employment

Number of students hired under the career-oriented summer employment program, by occupational field, type of institution, language group and sex, 1977 and 1978

Occupational field	Appointments									
	1977					1978				
	Anglophones ^a	Franco-phones ^a	Men	Women	Total	Anglophones ^a	Franco-phones ^a	Men	Women	
Social Sciences and Administration	490	183	379	294	673	466	125	314	277	
Pure and Applied Sciences	1 097	228	899	426	1 325	1 031	253	847	437	
Total	1 587	411	1 278	720	1 998	1 497	378	1 161	714	
Institution										
University	1 448	338	1 154	632	1 786	1 399	310	1 076	633	
Community College and CEGEP	139	73	124	88	212	98	68	85	81	
Total	1 587	411	1 278	720	1 998	1 497	378	1 161	714	

^aPreferred working language of appointee.

Table 58

Appeals and geographic area

Number and percentage of appeals against selection processes^a and recommendations for promotion or demotion^b, by geographic area of hearing, 1978

Geographic area	No.	%
Quebec ^c	558	19.9
Ontario ^c	483	17.2
National Capital Region and abroad	467	16.7
Alberta and Saskatchewan	181	6.5
British Columbia	155	5.5
Manitoba	88	3.1
Atlantic	88	3.1
Ontario	80	2.9
Alberta and Saskatchewan	60	2.1
Manitoba	49	1.8
Prince Edward Island	22	0.8
Northwest Territories and Yukon	5	0.2
Appeals not heard ^d	566	20.2
Total	2 802	100.0

^a Sections 7(b) closed competition; 7(b)(i) inventory selection; 7(b)(ii) inventory selection; 7(c) without competition—Public Service Employment Regulations.
^b Section 31 of the *Public Service Employment Act*.

^c Including the National Capital Region.
^d Includes appeals disposed of before hearing because the department conceded the appeal or the appellant withdrew the appeal or had no right of appeal.

Table 59

Appeals and category

Number of selection processes^a appealed; and disposition of appeals, by occupational category and sex, 1978

Occupational category	Appeals													
	Selection processes appealed		Allowed				Dismissed		Withdrawn		No right of appeal		Total	
	Allowed	Total ^b	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Executive	0	3	0	0	2	0	1	0	1	0	4	0		
Technical and Professional	23	94	17	0	86	20	20	2	6	2	129	24		
Administrative and Foreign Service	139	634	109	33	540	169	115	34	51	29	815	265		
Technical	37	166	30	2	151	12	31	3	11	0	223	17		
Administrative Support	112	353	38	76	125	253	19	46	7	33	189	408		
Operational	123	352	147	12	348	36	56	2	12	0	563	50		
Total	434	1 602	341	123	1 252	490	242	87	88	64	1 923	764		

^a Sections 7(b) closed competition; 7(b)(i) inventory selection; 7(b)(ii) inventory selection; 7(c) without competition—Public Service Employment Regulations.
^b Number of selection processes appealed is lower than the total of appeals, as there can be more than one appeal against a given selection process.

Table 60

Appeals and departmentsNumber of selection processes^a appealed; and disposition of appeals, by department and sex, 1978

Department	Appeals											
	Selection processes appealed		Allowed				Dismissed		Withdrawn		No right of appeal	
	Allowed	Total ^b	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Agriculture	10	44	9	1	30	7	7	3	2	1	48	
Anti-Inflation Board	1	1	0	1	0	0	0	0	0	0	0	0
Canadian Human Rights Commission	0	2	0	0	2	0	3	0	0	0	5	
Canadian International Development Agency	1	9	1	0	18	0	3	0	0	0	22	
Canadian Penitentiary Service	23	81	22	1	90	6	13	1	6	1	131	
Canadian Pension Commission	1	1	0	1	0	0	0	0	0	0	0	0
Canadian Radio-Television and Telecommunications Commission	0	1	0	0	0	0	0	1	0	0	0	0
Canadian Transport Commission	2	7	2	0	3	1	1	0	0	0	6	
Communications	1	5	1	0	3	1	1	0	0	1	5	
Consumer and Corporate Affairs	2	13	0	2	3	2	3	0	6	0	12	
Employment and Immigration	76	340	45	37	283	200	38	24	26	16	392	
Energy, Mines and Resources	1	8	1	0	3	0	2	2	0	0	6	
External Affairs	6	30	5	1	52	22	6	5	0	0	63	
Finance	0	1	0	0	0	0	0	1	0	0	0	0
Fisheries and Environment	14	54	11	3	35	9	9	1	2	0	57	
Indian Affairs and Northern Development	13	59	10	3	37	8	10	2	0	1	57	
Industry, Trade and Commerce	9	10	7	2	6	0	2	1	1	0	16	
Insurance	1	1	0	1	0	0	0	0	0	0	0	0
Labour	1	10	0	1	9	3	3	0	1	0	13	
National Defence (Civilian)	81	198	57	27	132	41	23	11	2	16	214	
National Energy Board	1	2	1	0	1	0	0	0	0	0	2	
National Health and Welfare	9	41	9	0	30	6	8	1	5	0	52	
National Museums of Canada	2	4	1	1	0	1	1	0	0	0	2	
National Parole Board	1	6	1	0	6	0	2	0	0	0	9	
Post Office	84	199	76	19	170	32	32	4	13	6	291	
Privy Council	2	2	1	1	0	0	0	0	0	0	1	
Public Archives	0	1	0	0	6	0	0	0	0	0	6	
Public Service Commission	2	19	2	0	18	16	1	2	0	0	21	
Public Works	12	37	13	0	12	4	9	0	7	0	41	
Regional Economic Expansion	2	11	1	1	7	2	0	1	0	0	8	
Revenue Canada (Customs and Excise)	10	62	9	1	67	13	10	1	0	0	86	
Revenue Canada (Taxation)	16	83	11	12	51	23	14	10	8	21	84	
Royal Canadian Mounted Police (Civilian)	0	9	0	0	4	4	2	0	0	0	6	
Secretary of State	4	21	3	1	5	8	1	3	1	1	10	
Solicitor General	0	1	0	0	0	1	0	0	0	0	0	0
Statistics Canada	6	23	3	3	16	50	2	3	0	0	21	
Supply and Services	10	44	7	3	17	15	8	6	1	0	33	
Transport	24	140	26	0	122	14	27	3	7	0	182	
Treasury Board	0	1	0	0	0	0	0	1	0	0	0	0
Urban Affairs	3	13	3	0	9	0	1	0	0	0	13	
Veterans' Affairs	3	8	3	0	5	1	0	0	0	0	8	
Total	434	1 602	341	123	1 252	490	242	87	88	64	1 923	

^aUnder Sections 7(b) closed competition; 7(b)(i) notice; 7(b)(ii) inventory selection; 7(c) without competition—Public Service Employment Regulations.^bThe number of selection processes appealed is lower than the total of appeals because there can be more than one appeal against a given selection process.

peals, status of delegation and type of selection process

number of appealable processes, selection processes appealed and appeals disposed of, by
appointing authority and type of selection process, 1978

Appointing authority	Appealable selection processes	Selection processes appealed		Appeals				Total
		Allowed	Total ^a	Allowed	Dismissed	Withdrawn	No right of appeal	
Departmental authority								
Open competitions—notice	757	13	69	15	52	16	5	88
Open competitions—inventory	1 068	14	92	14	78	21	10	123
Open competition	225	1	2	1	1	0	0	2
Total	2 050	28	163	30	131	37	15	213
Departmental authority								
Open competitions—notice	12 471	352	1 248	376	1 415	228	74	2 093
Open competitions—inventory	2 828	27	117	30	120	39	16	205
Open competition	4 318	27	74	28	76	25	47	176
Total	19 617	406	1 439	434	1 611	292	137	2 474
Selection processes								
Open competitions—notice	13 228	365	1 317	391	1 467	244	79	2 181
Open competitions—inventory	3 896	41	209	44	198	60	26	328
Open competition	4 543	28	76	29	77	25	47	178
Total	21 667	434	1 602	464	1 742	329	152	2 687

^aNumber of selection processes appealed is lower
than the number of appeals, as there can be more
than one appeal against a given selection process.

Table 62**Separations and reasons**

Number of separations from the Public Service, by reasons, 1977 and 1978

Reasons for separations	1977	
Released		
for breach of discipline or misconduct	92	
for incompetence or incapacity	80	
for political partisanship	0	
for abandonment of position	388	
Rejected during probation	760	
Revocation of appointment	12	
Retirement		
at age 65 or over	1 850	
elective, at age 55-64	3 171	
medical grounds	800	
Laid off	1 629	
End of specified term	4 242	
Death	835	
Resignation	18 644	18 644
Total	32 503	32 503
Reasons for resignation ^a	1977	
Outside employment (in private sector)	3 582	
Another government agency	184	
Governor-in-Council appointment	101	
Return to school	1 416	
Personal health	1 945	
Family health	170	
Relocation due to marriage	236	
Better advancement opportunities	238	
Greater job satisfaction	333	
Higher salary	251	
Higher allowances	22	
Better fringe benefits	39	
Employment outside Canada	78	
Maternity	296	
Domestic family responsibility	560	
Lack of child care	86	
Relocation of spouse	956	
Part-time up to 29 hrs/wk.	61	
Part-time over 29 hrs/wk.	15	
Unspecified personal reasons	8 817	

^aAs employees may indicate more than one reason for resignation, the number of persons who resigned is lower than the number of reasons given.

Note: Data for 1977 do not correspond with data published in last year's Annual Report, as this year's calculations include only lay-offs of employees for an indeterminate period.

Separations, category and sex

Number and percentage of separations from the Public Service, by category, reason for separation and sex, 1977 and 1978

Occupational category	Reason for separation	1977						1978					
		Men		Women		Total		Men		Women		Total	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Administrative	Released	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	Rejected during probation	1	100.0	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0
	Revocation of appointment	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	Retirement	47	100.0	0	0.0	47	100.0	48	98.0	1	2.0	49	100.0
	Laid off	3	100.0	0	0.0	3	100.0	2	100.0	0	0.0	2	100.0
	End of specified term	3	75.0	1	25.0	4	100.0	0	0.0	0	0.0	0	0.0
	Death	4	100.0	0	0.0	4	100.0	4	100.0	0	0.0	4	100.0
	Resignation	40	93.0	3	7.0	43	100.0	26	96.3	1	3.7	27	100.0
	Total	98	96.1	4	3.9	102	100.0	80	97.6	2	2.4	82	100.0
Technical and professional	Released	9	81.8	2	18.2	11	100.0	10	66.7	5	33.3	15	100.0
	Rejected during probation	15	88.2	2	11.8	17	100.0	27	77.1	8	22.9	35	100.0
	Revocation of appointment	1	100.0	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0
	Retirement	283	80.2	70	19.8	353	100.0	289	81.2	67	18.8	356	100.0
	Laid off	57	19.1	241	80.9	298	100.0	71	17.3	339	82.7	410	100.0
	End of specified term	101	54.3	85	45.7	186	100.0	130	53.3	114	46.7	244	100.0
	Death	51	92.7	4	7.3	55	100.0	34	81.0	8	19.0	42	100.0
	Resignation	780	47.2	873	52.8	1 653	100.0	727	48.4	776	51.6	1 503	100.0
	Total	1 297	50.4	1 277	49.6	2 574	100.0	1 288	49.4	1 317	50.6	2 605	100.0
Administrative Foreign Service	Released	19	95.0	1	5.0	20	100.0	35	92.1	3	7.9	38	100.0
	Rejected during probation	34	87.2	5	12.8	39	100.0	23	82.1	5	17.9	28	100.0
	Revocation of appointment	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0	1	100.0
	Retirement	987	86.0	161	14.0	1 148	100.0	1 127	86.9	170	13.1	1 297	100.0
	Laid off	29	74.4	10	25.6	39	100.0	52	76.5	16	23.5	68	100.0
	End of specified term	155	60.8	100	39.2	255	100.0	212	58.2	152	41.8	364	100.0
	Death	130	90.9	13	9.1	143	100.0	118	87.4	17	12.6	135	100.0
	Resignation	1 093	67.0	537	33.0	1 630	100.0	1 194	67.9	565	32.1	1 759	100.0
	Total	2 447	74.7	827	25.3	3 274	100.0	2 761	74.8	929	25.2	3 690	100.0
Technical	Released	11	100.0	0	0.0	11	100.0	16	84.2	3	15.8	19	100.0
	Rejected during probation	99	90.8	10	9.2	109	100.0	89	92.7	7	7.3	96	100.0
	Revocation of appointment	1	100.0	0	0.0	1	100.0	1	100.0	0	0.0	1	100.0
	Retirement	399	92.4	33	7.6	432	100.0	500	94.9	27	5.1	527	100.0
	Laid off	28	48.3	30	51.7	58	100.0	54	41.2	77	58.8	131	100.0
	End of specified term	169	75.8	54	24.2	223	100.0	256	75.3	84	24.7	340	100.0
	Death	76	95.0	4	5.0	80	100.0	66	95.7	3	4.3	69	100.0
	Resignation	731	76.1	229	23.9	960	100.0	823	76.8	249	23.2	1 072	100.0
	Total	1 514	80.8	360	19.2	1 874	100.0	1 805	80.0	450	20.0	2 255	100.0
Administrative Support	Released	27	28.7	67	71.3	94	100.0	27	31.4	59	68.6	86	100.0
	Rejected during probation	47	31.8	101	68.2	148	100.0	58	33.3	116	66.7	174	100.0
	Revocation of appointment	3	100.0	0	0.0	3	100.0	1	33.3	2	66.7	3	100.0
	Retirement	340	30.3	781	69.7	1 121	100.0	418	35.7	752	64.3	1 170	100.0
	Laid off	45	17.7	209	82.3	254	100.0	87	24.4	269	75.6	356	100.0
	End of specified term	386	17.5	1 823	82.5	2 209	100.0	878	24.8	2 663	75.2	3 541	100.0
	Death	70	44.3	88	55.7	158	100.0	70	56.0	55	44.0	125	100.0
	Resignation	1 042	14.3	6 246	85.7	7 288	100.0	1 452	19.3	6 061	80.7	7 513	100.0
	Total	1 960	17.4	9 315	82.6	11 275	100.0	2 991	23.1	9 977	76.9	12 968	100.0

Table 63 cont'd

Occupational category	Reason for separation	1977						1978					
		Men		Women		Total		Men		Women		Total	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Operational	Released	365	86.1	59	13.9	424	100.0	309	78.4	85	21.6	394	100.0
	Rejection during probation	365	81.8	81	18.2	446	100.0	272	74.1	95	25.9	367	100.0
	Revocation of appointment	6	85.7	1	14.3	7	100.0	5	100.0	0	0.0	5	100.0
	Retirement	2 522	92.7	198	7.3	2 720	100.0	2 502	92.6	201	7.4	2 703	100.0
	Laid off	651	66.7	325	33.3	976	100.0	599	65.7	313	34.3	912	100.0
	End of specified term	1 236	90.5	130	9.5	1 366	100.0	3 341	92.1	285	7.9	3 626	100.0
	Death	368	93.2	27	6.8	395	100.0	385	94.1	24	5.9	409	100.0
	Resignation	5 180	73.3	1 885	26.7	7 065	100.0	4 812	73.0	1 778	27.0	6 590	100.0
Total		10 693	79.8	2 706	20.2	13 399	100.0	12 225	81.5	2 781	18.5	15 006	100.0
Grand total^a		18 014	55.4	14 489	44.6	32 503	100.0	21 156	57.8	15 456	42.2	36 612	100.0

^aIncludes 5 separations in 1977 and 6 in 1978 from positions not converted to one of the six categories.

Note: Data for 1977 do not correspond with data published in last year's Annual Report, as this year's calculations include only lay-offs of employees for an indeterminate period.

Table 64

Professional and managerial training and location

Number of Public Service Commission professional and managerial courses and participants, by location, 1977 and 1978

Location	1977		1978	
	Courses	Participants	Courses	Participants
National Capital Region	361	8 063	506	11 090
Vancouver	27	472	58	904
Edmonton	27	503	37	560
Winnipeg	28	551	38	663
Toronto	27	516	50	846
Montréal	28	425	35	575
Halifax	27	492	41	711
Total	525	11 022	765	15 349

Professional and managerial training and language of instruction

Number of Public Service Commission professional and managerial options, and courses completed, by program and language of instruction, 1977 and 1978

Training Program	1977				1978			
	Options	Courses			Options	Courses		
		English	French	Total		English	French	Total
Executive Education ^a	8	33	4	38	54	38	6	56
Management Development	11	59	14	73	88	132	28	160
Continuing Education	13	79	25	104	103	186	37	223
Management Sciences	14	57	13	70	48	84	10	94
Management Analysis	13	36	13	49	35	53	11	64
Personnel Administration	15	43	15	58	45	58	22	80
Electronic Data Processing	17	34	6	40	50	71	9	80
Adventures ^b	23	77	17	94	8	8	0	8
	114	418	107	526	431	630	123	765

^a One bilingual course in 1977 and 12 in 1978

^b by the Career Assignment Program.

^c in conjunction with provincial governments and universities.

Language training and category

Number of persons registered in continuous language courses, by occupational category, language studied and status on December 31, 1978

Occupational category	Registered		Terminated courses			Continuing study in 1979	Total
	1977	1978	Require- ments met ^a	Require- ments not met ^b			
			French courses				
Executive	7	22	11	8	10	29	
Technical and Professional	215	168	234	40	109	383	
Administrative and Foreign Service	462	457	483	137	299	919	
Technical	135	91	135	33	58	226	
Administrative Support	366	435	405	130	266	801	
Operational	43	25	40	16	12	68	
	108	134	90	58	94	242	
	1 336	1 332	1 398	422	848	2 668	
			English courses				
Executive	0	0	0	0	0	0	
Technical and Professional	23	32	31	5	19	55	
Administrative and Foreign Service	88	64	93	18	41	152	
Technical	36	23	36	5	18	59	
Administrative Support	122	161	150	24	109	283	
Operational	51	47	57	14	27	98	
	8	60	18	6	44	68	
	328	387	385	72	258	715	

^a Candidates are required to pass a Language Knowledge Examination (LKE) in accordance with the language requirements of their position.

^b Includes participants who withdrew from training voluntarily, or at the request of the Public Service Commission.

^c Candidates not under the Public Service Employment Act.

artition, en nombre, des options et des cours de la Commission selon le programme et la
ue d'enseignement, 1977 et 1978

prend un cours bilingue en 1977 et 12 en 1978
ts par le Programme Cours et affectations de
ctionnement.
collaboration avec les gouvernements provin-
x ou les universités.

2 668	848	422	1 398	1 332	1 336	2 668
242	94	58	90	134	108	242
68	12	16	40	25	43	68
801	266	130	405	435	366	801
226	58	33	135	91	135	226
919	299	137	483	457	482	919
383	109	40	234	168	215	383
29	10	8	11	22	7	29

715	258	72	385	387	328	328
68	44	6	18	60	8	8
98	27	14	57	47	51	51
283	109	24	150	161	122	122
59	18	5	36	23	36	36
152	41	18	93	64	88	88
55	19	5	31	32	23	23
0	0	0	0	0	0	0

participants sont soumis à l'Examen de la compétence linguistique (E.C.L.) correspondant aux besoins linguistiques de leur poste. On comprend également les participants qui ont quitté volontairement ou à la demande de la Commission la Fonction publique. Les participants qui ne sont pas assujettis à la Loi sur l'emploi dans la Fonction publique.

«le motif et le sexe, 1977 et 1978
 titution, en nombre et pourcentage, des cessations d'emploi, selon la catégorie profession-

sations d'emploi, catégorie professionnelle et sexe

Catégorie professionnelle	Motif	N.	1977			1978			
			Hommes	Femmes	Total	Hommes	Femmes	Total	
Techniciens	Renvoi en cours de période d'essai	1	100,0	0	0,0	1	100,0	0	0,0
	Révocation de la nomination	0	0,0	0	0,0	0	0,0	0	0,0
	Retraite	47	100,0	0	0,0	47	100,0	48	98,0
	Mise en disponibilité	3	100,0	0	0,0	3	100,0	2	100,0
	Fin de période déterminée	3	75,0	1	25,0	4	100,0	0	0,0
	Décès	4	100,0	0	0,0	4	100,0	4	100,0
	Démision	40	93,0	3	7,0	43	100,0	26	96,3
	Total	98	96,1	4	3,9	102	100,0	80	97,6
	Licenciement	9	81,8	2	18,2	11	100,0	10	66,7
	Renvoi en cours de période d'essai	15	88,2	2	11,8	17	100,0	27	77,1
	Révocation de la nomination	1	100,0	0	0,0	1	100,0	0	0,0
	Retraite	283	80,2	70	19,8	353	100,0	289	81,2
Techniciens	Mise en disponibilité	57	19,1	241	80,9	298	100,0	71	17,3
	Fin de période déterminée	101	54,3	85	45,7	186	100,0	130	53,3
	Décès	51	92,7	4	7,3	55	100,0	34	81,0
	Démision	780	47,2	873	52,8	1 653	100,0	727	48,4
	Total	1 297	50,4	1 277	49,6	2 574	100,0	1 288	49,4
	Licenciement	19	95,0	1	5,0	20	100,0	35	92,1
	Renvoi en cours de période d'essai	34	87,2	5	12,8	39	100,0	23	82,1
	Révocation de la nomination	0	0,0	0	0,0	0	0,0	0	0,0
	Retraite	987	86,0	161	14,0	1 148	100,0	1 127	86,9
	Mise en disponibilité	29	74,4	10	25,6	39	100,0	52	76,5
	Fin de période déterminée	155	60,8	100	39,2	255	100,0	212	58,2
	Décès	130	90,9	13	9,1	143	100,0	118	87,4
Techniciens	Démision	1 093	67,0	537	33,0	1 630	100,0	1 194	67,9
	Total	2 447	74,7	827	25,3	3 274	100,0	2 761	74,8
	Licenciement	11	100,0	0	0,0	11	100,0	16	84,2
	Renvoi en cours de période d'essai	99	90,8	10	9,2	109	100,0	89	92,7
	Révocation de la nomination	0	0,0	0	0,0	0	0,0	0	0,0
	Retraite	399	92,4	33	7,6	432	100,0	500	94,9
	Mise en disponibilité	28	48,3	30	51,7	58	100,0	54	41,2
	Fin de période déterminée	169	75,8	54	24,2	223	100,0	256	75,3
	Décès	76	95,0	4	5,0	80	100,0	66	95,7
	Démision	731	76,1	229	23,9	960	100,0	823	76,8
	Total	1 514	80,8	360	19,2	1 874	100,0	1 805	80,0
	Licenciement	27	28,7	67	71,3	94	100,0	27	31,4
Techniciens	Renvoi en cours de période d'essai	47	31,8	101	68,2	148	100,0	58	33,3
	Révocation de la nomination	3	100,0	0	0,0	3	100,0	1	33,3
	Retraite	340	30,3	781	69,7	1 121	100,0	418	35,7
	Mise en disponibilité	45	17,7	209	82,3	254	100,0	87	24,4
	Fin de période déterminée	386	17,5	1 823	82,5	2 209	100,0	878	24,8
	Total	1 514	80,8	360	19,2	1 874	100,0	1 805	80,0
	Licenciement	27	28,7	67	71,3	94	100,0	27	31,4
	Renvoi en cours de période d'essai	47	31,8	101	68,2	148	100,0	58	33,3
	Révocation de la nomination	3	100,0	0	0,0	3	100,0	1	33,3
	Retraite	340	30,3	781	69,7	1 121	100,0	418	35,7
	Mise en disponibilité	45	17,7	209	82,3	254	100,0	87	24,4
	Fin de période déterminée	386	17,5	1 823	82,5	2 209	100,0	878	24,8

Tableau 62

Cessations d'emploi et motifs

Répartition des cessations d'emploi selon les motifs, 1977 et 1978

1977	Cessation d'emploi
92	Licenciement
80	inconduite
0	incompétence ou incapacité
388	activités politiques
760	abandon de poste
12	Renvoi en cours de période d'essai
	Révoation de la nomination
1 850	Retraite
3 171	âge légal (65 ans et plus)
3 171	volontaire (55 à 64)
800	raison de santé
1 629	Mise en disponibilité
4 242	Expiration du délai (poste temporaire)
835	Décès
18 644	Démission
32 503	Total
1977	Motifs des démissions ^a
3 582	emploi hors de la Fonction publique
184	emploi dans un autre organisme gouvernemental
101	nomination par le Gouverneur en conseil
1 416	retour aux études
1 945	santé
170	maladie dans la famille
236	déplacement consécutif au mariage
238	meilleures perspectives de carrière
333	poste plus intéressant
251	salair plus élevé
22	indemnités plus intéressantes
39	bénéfices marginaux plus élevés
78	poste à l'extérieur du pays
296	maternité
580	responsabilités familiales
86	garde des enfants
956	déplacement du conjoint
61	emploi à temps partiel (jusqu'à 29 h/sem)
15	emploi à temps partiel (plus de 29 h/sem)
8 817	raisons personnelles non précisées

^a Comme plus d'un motif peut être invoqué, le total

des motifs dépasse celui des démissions.

Note : Les données pour 1977 ne correspondent

pas à celles publiées dans le rapport annuel de l'an

dernier, parce qu'il n'a été tenu compte cette

année que des mises en disponibilité d'employés

nommes pour une période indéterminée.

la région
 tion, en nombre et pourcentage, des appels interjetés à l'encontre des décisions des jurys
 action" et des appels à l'encontre de recommandation de licenciement ou de rétrograda-
 tion la région où les appels ont été entendus, 1978

	N.	%
	558	19,9
	483	17,2
de la capitale nationale et étranger	467	16,7
lle-Ecosse	181	6,5
die-Britannique	155	5,5
a	88	3,1
au-Brunswick	88	3,1
ba	80	2,9
chewan	60	2,1
Neuve	49	1,8
-Prince-Edouard	22	0,8
res du Nord-Ouest et Yukon	5	0,2
s non entendus"	566	20,2
	2 802	100,0

nement au Règlement sur l'emploi dans la
 n publique [articles 7 b) concours res-
 7 b)(i) avis; 7 b)(ii) répertoirs; 7 c) sans
 rs]

nement à la Loi sur l'emploi dans la Fon-
 brique (article 31),
 usion de la Région de la capitale nationale,
 es appels non entendus, on compte les
 accueillis sans audition, les appels retirés par
 ant, les appels réglés avant d'être soumis à un
 d'appel, soit parce que le ministère se soit
 soit que l'appelant ait retiré son appel, soit,
 que l'appel ait été tenu pour irrecevable.

ois et catégorie professionnelle

artition en nombre des appels interjetés à l'encontre des décisions des jurys de sélection*, et
 rtition des décisions des comités d'appel, selon la catégorie professionnelle et le sexe, 1978

Appels	Modes de sélection ayant fait l'objet d'un appel			Accueillis			Rejetés			Retirés			Irrecevables			Total		
	Hom- mes	Fem- mes	Total	Hom- mes	Fem- mes	Total	Hom- mes	Fem- mes	Total	Hom- mes	Fem- mes	Total	Hom- mes	Fem- mes	Total	Hom- mes	Fem- mes	Total
catégorie professionnelle	0	3	3	0	0	0	2	0	2	0	1	1	0	1	1	0	4	0
ntifiques et spécialistes	23	94	117	0	0	0	86	20	106	2	6	8	2	129	131	2	129	24
ntisation et service	139	634	773	33	540	573	169	115	284	34	51	85	29	815	844	29	815	265
nticiens	37	166	203	2	151	153	12	31	43	3	11	14	0	223	223	0	223	17
ntien administratif	112	353	465	38	76	114	253	19	272	46	7	53	33	189	222	33	189	408
lotition	123	352	475	147	12	159	348	36	384	2	12	14	0	563	563	0	563	50
434 1 602 341 123 1 252 490 242 87 88 64 1 923 764																		

nement au Règlement sur l'emploi dans la
 ction publique [articles 7b) concours restreints;
 (i) avis; 7b)(ii) répertoirs; 7c) sans concours].
 tal des « modes de sélection ayant fait l'objet
 appel » est inférieur à celui des appels parce
 plusieurs personnes peuvent contester la déci-
 des jurys de sélection.

nationalités et diplômés d'universités
 orts, en nombre et pourcentage, entre tous les diplômés d'universités et ceux qui ont été
 nées à la Fonction publique dans le cadre du Programme de recrutement dans les universi-
 épartition selon la région où le diplôme a été décerné, le groupe linguistique et le sexe, 1978)

inations et diplômes d'universités

Anglo-phones/ Anglo-phones		Franco-phones/ Franco-phones		Total		Total		Diplômés		Rapport nominations/ nominations	
9	0	9	0	9	0,9	920	655	1 575	1,6	N.	%
Prince-Édouard	6	0	5	6	0,6	160	155	315	0,3		
Île-Écousse	40	0	30	40	3,8	2 605	2 315	4 920	4,9		
Sau-Brunswick	12	26	30	38	3,6	1 340	1 290	2 630	2,6		
ec	54	213	178	267	25,4	13 730	9 700	23 430	23,1		
io	497	60	323	557	53,0	24 150	22 225	46 375	45,7		
oda	50	0	33	50	4,8	2 615	2 205	4 820	4,8		
atchewan	11	0	10	1	1,0	1 760	1 475	3 235	3,2		
ta	33	2	20	33	3,1	4 170	3 445	7 615	7,5		
gère	26	2	18	28	2,7	3 670	2 765	6 435	6,3		
748	10	2	10	2	1,1	—	—	—	—		
303	2	2	10	12	1,1	—	—	—	—		
666	385	1 051	100,0	55 120	46 230	101 350	100,0	10	1,0		

des de 1977-1978 selon Statistique Canada.
e de travail préférée.
iens étudiant à l'étranger.

ens étudiant à l'étranger.

didactures, nominations et diplômes d'universités

En outre, les candidatures et des nominations liées au programme de

et 1978

1977

1978

	Personnel	Candidatures	Anglo-Franco-phones*	Hommes	Femmes	Total
Administration	9 190	188	69	164	93	257
Service extérieur	4 192	22	8	25	5	30
Evaluation et comptabilité	2 159	218	64	232	50	282
Langues pures et appliquées	5 722	174	51	166	59	225
Mathématiques	772	46	7	39	14	53
Économique	2 992	115	46	100	61	161
						26 093
						748
						303
						666
						385
						1 051

a de travail préférée.

de travail préférée. Le nombre de candidatures en 1978 ne représente qu'un tiers du nombre de candidatures en 1979. Les données sont de 16 241 candidats et 26 093

Tableau 53

Nominations et postes non impérativement bilingues

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique des postes non impérativement bilingues* selon la catégorie professionnelle, la situation linguistique du titulaire et le groupe linguistique, 1978

Catégorie professionnelle	Situation linguistique du titulaire et exigences du poste	Anglophones ^b			Francophones ^b			Total ^c
		N.	%	N.	N.	%	N.	
Haute direction	Ont satisfait	175	54,5	78	91,8		266	
	Doivent satisfaire	72	22,5	5	5,9		77	
	N'ont pas à satisfaire ^d	74	23,0	2	2,3		76	
	Total	321	100,0	85	100,0		419	
Scientifiques et spécialistes	Ont satisfait	523	63,3	543	86,1	1 085		
	Doivent satisfaire	193	23,3	61	9,7	254		
	N'ont pas à satisfaire ^d	111	13,4	27	4,2	139		
	Total	827	100,0	631	100,0	1 478		
Administration et service extérieur	Ont satisfait	2 232	63,7	3 264	89,6	5 671		
	Doivent satisfaire	805	23,0	238	6,5	1 045		
	N'ont pas à satisfaire ^d	468	13,3	142	3,9	615		
	Total	3 505	100,0	3 644	100,0	7 331		
Techniciens	Ont satisfait	289	58,6	647	75,2	953		
	Doivent satisfaire	107	21,7	70	8,1	177		
	N'ont pas à satisfaire ^d	97	19,7	144	16,7	241		
	Total	493	100,0	861	100,0	1 371		
Soutien administratif	Ont satisfait	1 669	67,2	3 744	88,2	5 676		
	Doivent satisfaire	645	25,9	375	8,8	1 030		
	N'ont pas à satisfaire ^d	172	6,9	125	3,0	302		
	Total	2 486	100,0	4 244	100,0	7 008		
Exploitation	Ont satisfait	198	70,5	421	85,9	635		
	Doivent satisfaire	47	16,7	52	10,6	99		
	N'ont pas à satisfaire ^d	36	12,8	17	3,5	53		
	Total	281	100,0	490	100,0	787		
Toutes les catégories ^e	Ont satisfait	5 098	64,3	8 703	87,4	14 304		
	Doivent satisfaire	1 873	23,6	801	8,0	2 686		
	N'ont pas à satisfaire ^d	959	12,1	457	4,6	1 427		
	Grand total	7 930	100,0	9 961	100,0	18 417		

*Toutes les nominations à des postes non impérativement bilingues se font pour une période indéterminée.

^bLangue de travail préférée.

^cDans 526 cas les documents de nomination ne précisent pas la langue de travail préférée.

^dTitulaires autorisés en vertu du Décret d'exclusion, à occuper un poste bilingue sans posséder la compétence requise mais dont certains sont désireux de l'acquiescer. Outre ces unilingues, ce groupe comprend des bilingues dont la compétence est cependant insuffisante en regard des exigences de leur poste.

^eDans 23 cas les documents de nomination ne précisent pas la catégorie professionnelle.

Tableau 52

Nominations et postes impérativement bilingues

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique à des postes impérativement bilingues selon la catégorie professionnelle, la modalité d'emploi et le groupe linguistique, 1978

Catégorie professionnelle	Modalité d'emploi	Anglophones ^a			Francophones ^a			Total ^b		
		N.	%		N.	%		N.	%	
Haute direction	Période indéterminée	3	42,9	4	57,1	7	100,0	7	100,0	
	Période déterminée	5	71,4	2	28,6	7	100,0	7	100,0	
	Total	8	57,1	6	42,9	14	100,0			
Scientifiques et spécialistes	Période indéterminée	1	12,5	7	87,5	8	100,0	8	100,0	
	Période déterminée	36	33,3	69	63,9	105	100,0	105	100,0	
	Total	37	32,8	76	64,7	113	100,0			
Administration et service extérieur	Période indéterminée	32	18,5	138	79,8	170	100,0	170	100,0	
	Période déterminée	218	39,5	320	58,0	538	100,0	538	100,0	
	Total	250	34,7	458	63,0	708	100,0			
Techniciens	Période indéterminée	1	25,0	1	25,0	2	100,0	2	100,0	
	Période déterminée	35	29,2	82	68,3	117	100,0	117	100,0	
	Total	36	29,0	83	66,9	119	100,0			
Soutien administratif	Période indéterminée	21	25,9	43	53,1	64	100,0	64	100,0	
	Période déterminée	668	28,4	1 550	65,9	2 218	100,0	2 218	100,0	
	Total	689	28,3	1 593	65,5	2 282	100,0			
Exploitation	Période indéterminée	0	0,0	0	0,0	0	0,0	0	0,0	
	Période déterminée	55	39,0	80	56,7	135	100,0	135	100,0	
	Total	55	38,5	82	57,3	137	100,0			
Toutes les catégories	Période indéterminée	58	21,3	193	70,7	251	100,0	251	100,0	
	Période déterminée	1 017	31,0	2 103	64,1	3 120	100,0	3 120	100,0	
	Grand total^c	1 075	30,3	2 296	64,8	3 371	100,0			

^a Langue de travail préférée.

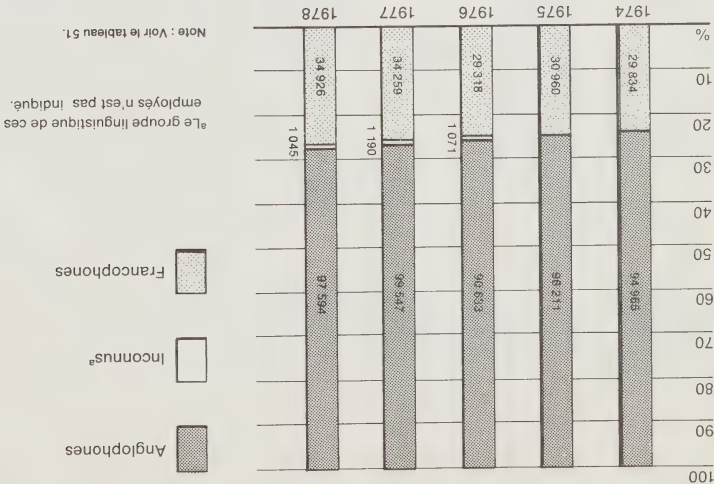
^b Dans 184 cas, les documents de nomination ne précisent pas la langue de travail préférée de l'employé.

^c Dans 32 cas, les documents de nomination ne précisent pas la modalité d'emploi.

Note : Comme par le passé, aucun candidat ne peut être nommé à un poste pour une période déterminée s'il ne satisfait pas aux exigences linguistiques du poste.

Graphique 6

Nominations et groupe linguistique
Importance relative, en pourcentage, des nominations intéressant chaque groupe linguistique, 1974 à 1978



Le groupe linguistique de ces employés n'est pas indiqué.

Note : Voir le tableau 51.

Nominations, exigence linguistique du poste et groupe linguistique

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique, selon l'exigence linguistique, 1977 et 1978

Exigence linguistique		1977		1978	
Groupe linguistique ^b	N.	Au sein de la Fonction publique		Au sein de la Fonction publique	
		N.	%	N.	%
Bilingue	587	33,0	8 642	42,1	9 229
	Anglophones	1 117	62,8	11 162	54,4
	Francophones	3 010	98,4	13 096	98,0
Total ^c		1 779	100,0	20 517	100,0
Français	Anglophones	45	1,5	256	1,9
	Francophones	3 010	98,4	16 106	98,0
	Total ^c	3 060	100,0	16 431	100,0
Anglais	Anglophones	15 305	99,0	62 811	98,5
	Francophones	133	0,9	821	1,3
	Total ^c	15 456	100,0	79 249	100,0
Français ou anglais	Anglophones	1 506	70,6	10 313	69,8
	Francophones	606	28,4	4 275	29,0
	Total ^c	2 133	100,0	14 765	100,0
Toutes les exigences ^d	Anglophones	17 450	77,8	82 093	72,9
	Francophones	4 868	21,7	29 391	26,1
	Grand total ^e	22 437	100,0	112 543	100,0

^aDans 16 cas en 1977 les documents de nomination ne présentent pas la modalité d'emploi de la nomination précédente.

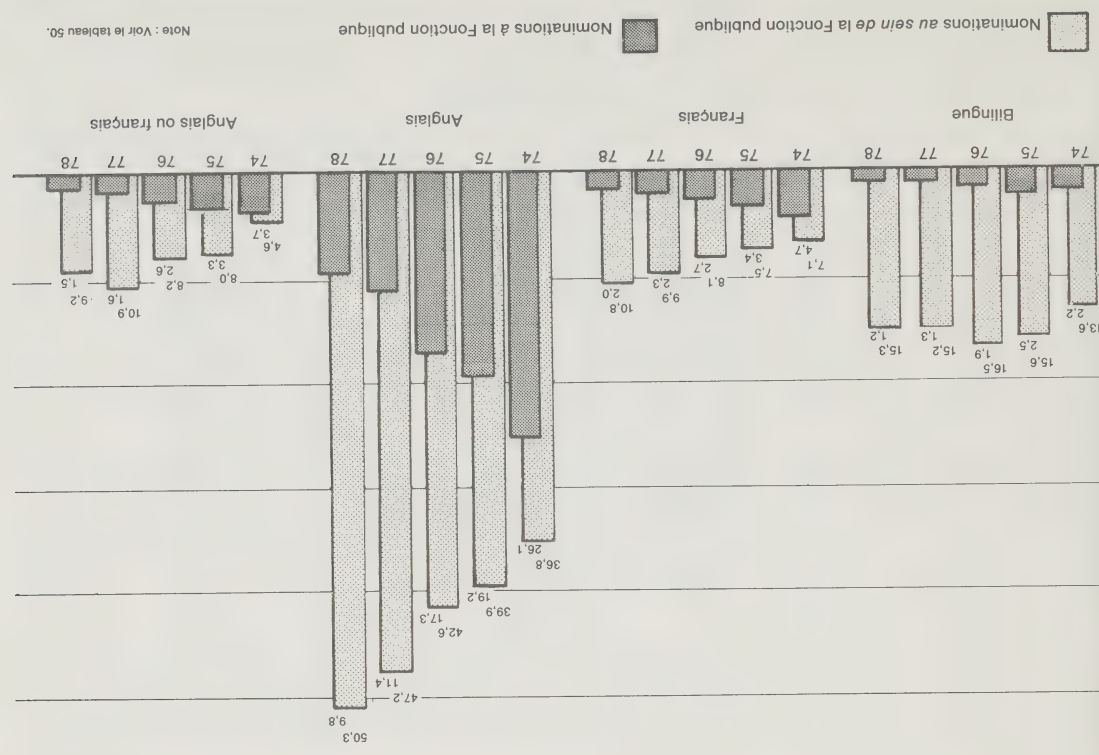
^bL'anglais de travail préféré.

^cLes totaux ne correspondent pas à l'addition des groupes linguistiques parce que dans 1 190 cas en 1977 et 1 045 en 1978, les documents de nomination ne présentent pas le groupe linguistique de l'employé.

^dDans 120 cas en 1977 et 35 en 1978, les documents de nomination n'indiquent pas l'exigence linguistique du poste.

^eLes totaux ne correspondent pas à l'addition des groupes linguistiques parce que dans 1 190 cas en 1977 et 1 045 en 1978, les documents de nomination ne présentent pas le groupe linguistique de l'employé.

...nations et exigence linguistique du poste
...rtition, en pourcentage, des nominations à la Fonction publique et au sein de la Fonction
...que, selon l'exigence linguistique du poste, 1974 à 1978



Note : Voir le tableau 50.

Nominations, catégorie professionnelle et exigence linguistique du poste
Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique, selon la catégorie professionnelle et l'exigence linguistique du poste, 1977 et 1978

Catégorie professionnelle	Exigence linguistique du poste	1977				1978			
		A la Fonction publique	Au sein de la Fonction publique	Total		A la Fonction publique	Au sein de la Fonction publique	Total	
Haute direction	Bilingue	19	70,4	420	72,5	439	72,4	20	90,9
	Français	0	0,0	1	0,2	0	0,0	0	0,0
	Anglais	2	7,4	75	13,0	77	12,7	2	9,1
Scientifiques et spécialistes	Français ou anglais	6	22,2	83	14,3	89	14,7	0	0,0
	Anglais	1 640	71,0	3 926	60,9	5 566	63,6	1 183	72,7
	Français	173	7,5	544	8,4	717	8,2	119	7,3
Administration et service extérieur	Français ou anglais	293	12,7	523	8,1	816	9,3	188	11,6
	Anglais	1 832	62,2	12 032	51,0	13 864	52,2	1 189	56,0
	Français	351	11,9	1 631	6,9	1 982	7,5	164	7,7
Techniciens	Bilingue	470	16,0	8 178	34,6	8 648	32,6	456	21,5
	Anglais	114	6,2	630	7,1	744	7,0	122	7,8
	Français	215	11,7	1 435	16,2	1 650	15,5	139	8,9
Soutien administratif	Bilingue	2 946	100,0	23 613	100,0	26 559	100,0	2 124	100,0
	Anglais	290	9,8	1 759	7,4	2 049	7,7	315	14,8
	Français ou anglais	1 832	62,2	12 032	51,0	13 864	52,2	1 189	56,0
Exploitation	Bilingue	1 838	100,0	8 837	100,0	10 675	100,0	1 570	100,0
	Anglais	641	10,9	8 753	19,1	9 396	18,1	600	11,2
	Français ou anglais	5 906	100,0	45 886	100,0	51 794	100,0	5 373	100,0
Toutes les catégories*	Bilingue	74	0,8	743	2,7	817	2,2	136	1,6
	Anglais	1 779	7,9	20 517	18,2	22 296	16,5	1 620	8,4
	Français ou anglais	9 353	100,0	27 107	100,0	36 463	100,0	8 480	100,0
Grand total		22 437		100,0		134 996		100,0	

* Dans 16 cas en 1977 les documents de nomination ne précisent pas la modalité d'emploi de la nomination précédente.
Les totaux ne correspondent pas à l'addition des exigences linguistiques des postes parce que dans 120 cas en 1977 et 33 en 1978, les documents de nomination ne précisent pas cette exigence.
Comprend 142 nominations en 1977 et 83 en 1978, à des postes non classés dans l'une ou l'autre des catégories professionnelles.

ditions, lieu de travail et groupe linguistique
 tion, en nombre et pourcentage, des nominations à et au sein de la Fonction publique, 1977 et 1978
 le lieu de travail et le groupe linguistique, 1977 et 1978

1977

À la Fonction publique											
Anglophones ^a						Francophones ^a					
N.	%	Total ^c	N.	%	Total ^c	N.	%	Total ^c	N.	%	Total ^c
de travail			de travail			de travail			de travail		
386	98,7	2	0,5	391	2 101	99,5	11	0,5	2 112	2 503	1,9
77	98,7	1	1,3	78	455	99,8	1	0,2	456	535	0,4
937	98,0	19	2,0	956	5 445	99,1	44	0,8	5 496	6 453	4,8
558	87,1	78	12,2	641	3 377	89,9	307	8,2	3 757	4 399	3,3
196	5,5	3 330	93,9	3 547	818	4,3	18 034	95,4	18 904	22 453	16,6
3 761	98,0	73	1,9	3 837	20 511	98,9	204	1,0	20 748	24 588	18,2
1 274	99,4	7	0,5	1 282	4 502	99,0	44	1,0	4 548	5 831	4,3
2 655	99,8	2	0,1	2 659	5 783	99,7	13	0,2	5 799	8 459	6,3
2 864	99,7	6	0,2	2 872	9 967	99,6	36	0,4	10 012	12 886	9,5
212	100,0	0	0,0	212	358	99,2	3	0,8	361	573	0,4
465	99,6	2	0,4	467	735	96,7	25	3,3	760	1 227	0,9
3 212	69,4	1 338	28,9	4 631	25 259	68,7	10 639	28,9	36 775	41 409	30,7
1	20,0	4	80,0	5	79	78,2	21	20,8	101	106	0,1
17 450	77,8	4 868	21,7	22 437	82 093	72,9	29 391	26,1	112 543	134 996	100,0
1978											
370	99,7	1	0,3	371	2 252	99,6	9	0,4	2 262	2 633	2,0
67	98,5	1	1,5	68	613	100,0	0	0,0	613	681	0,5
937	97,5	23	2,4	961	6 451	98,9	66	1,0	6 520	7 481	5,6
443	87,5	51	10,1	506	2 937	83,9	509	14,5	3 499	4 005	3,0
114	3,6	3 034	96,2	3 155	813	4,2	18 686	95,5	19 571	22 726	17,0
3 241	97,6	74	2,2	3 320	19 777	98,3	318	1,6	20 129	23 449	17,6
966	99,5	5	0,5	971	4 118	99,4	23	0,6	4 144	5 115	3,8
795	97,5	19	2,3	815	2 579	99,8	4	0,2	2 585	3 400	2,5
2 487	99,8	3	0,1	2 491	6 187	99,7	12	0,2	6 204	8 695	6,5
1 998	99,8	5	0,2	2 003	10 473	99,7	22	0,2	10 501	12 504	9,4
197	100,0	0	0,0	197	422	100,0	0	0,0	422	619	0,5
426	99,8	1	0,2	427	728	94,9	39	5,1	767	1 194	0,9
2 645	67,2	1 234	31,4	3 934	25 413	68,8	10 745	29,1	36 942	40 876	30,6
2	40,0	3	60,0	5	142	78,5	39	21,5	181	186	0,1
14 688	76,4	4 454	23,2	19 224	82 906	72,5	30 472	26,7	114 341	133 565	100,0

de travail préférée.
 16 cas en 1977 les documents de nomination
 n'ont pas la modalité d'emploi de nomination
 précédente.
 119 nominations à la F.P. et 1 059 au sein de la
 F.P. en 1978, les documents de nomination
 ne précisent pas le groupe linguistique.
 23 cas en 1977 et 1 en 1978, les documents de
 nomination ne précisent pas le lieu de travail.

Tableau 48

Nominations, lieu de travail et sexe

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique, selon le lieu de travail et le sexe, 1977 et 1978

Lieu de travail	1977				1978			
	Hommes		Femmes		Hommes		Femmes	
	N.	%	N.	%	N.	%	N.	%
Terre-Neuve	256	65,5	135	34,5	391	67,0	198	33,0
Ile-du-Prince-Édouard	59	75,6	19	24,4	78	62,7	46	37,3
Nouvelle-Écosse	632	66,1	324	33,9	956	67,1	456	32,9
Nouveau-Brunswick	435	67,9	206	32,1	641	63,6	369	36,4
Québec	2 329	65,7	1 218	34,3	3 547	61,0	2 226	39,0
Ontario	2 278	59,4	1 559	40,6	3 837	57,4	2 748	42,6
Manitoba	618	48,2	664	51,8	1 282	52,6	1 548	47,4
Saskatchewan	453	52,9	404	47,1	857	53,7	1 248	46,3
Alberta	1 324	49,8	1 334	50,2	2 658	51,0	2 841	49,0
Colombie-Britannique	1 586	55,2	1 286	44,8	2 872	60,3	3 972	39,7
Yukon	63	29,7	149	70,3	212	58,4	141	41,6
Territoires du Nord-Ouest	238	51,0	229	49,0	467	63,4	278	36,6
Région de la capitale nationale	2 389	51,6	2 242	48,4	4 631	47,3	3 675	36,7
Étranger	2	40,0	3	60,0	5	94,1	6	5,9
Total^a	12 663	56,4	9 773	43,6	22 437	55,3	50 304	44,7
Terre-Neuve	253	68,2	118	31,8	371	69,4	162	30,6
Ile-du-Prince-Édouard	43	63,2	25	36,8	68	56,9	264	43,1
Nouvelle-Écosse	656	68,3	305	31,7	961	68,5	431	31,5
Nouveau-Brunswick	273	54,0	233	46,0	506	60,3	330	39,7
Québec	2 095	66,4	1 060	33,6	3 155	58,4	2 140	34,6
Ontario	1 760	53,0	1 560	47,0	3 320	57,4	2 229	34,6
Manitoba	461	47,5	510	52,5	971	53,6	1 921	46,4
Saskatchewan	422	51,8	393	48,2	815	51,0	1 266	49,0
Alberta	1 212	48,7	1 279	51,3	2 491	50,4	2 416	49,6
Colombie-Britannique	1 094	54,6	909	45,4	2 003	60,6	1 333	39,4
Yukon	98	49,7	99	50,3	197	63,5	112	36,5
Territoires du Nord-Ouest	203	47,5	224	52,5	427	56,6	333	43,4
Région de la capitale nationale	1 895	48,2	2 039	51,8	3 934	45,8	2 019	54,2
Étranger	4	80,0	1	20,0	5	88,4	21	11,6
Total^b	10 469	54,5	8 755	45,5	19 224	54,5	52 050	45,5

^aDans 16 cas en 1977 les documents de nomination ne précisent pas la modalité d'emploi de la nomination précédente.

^bDans 1 nomination à la F.P. et 7 au sein de la F.P. en 1977, les documents de nomination ne précisent pas le sexe de l'employé.

^cA l'exclusion de la Région de la capitale nationale. Dans 23 cas en 1977 et 1 en 1978, les documents de nomination ne précisent pas le lieu de travail.

C.F.P.		1977		1978		Total		C.F.P.		Ministères		Total		N.		N.		N.		N.	
		%		%		%		%		%		%		%		%		%		%	
		(H)		(H)		(H)		(H)		(H)		(H)		(H)		(H)		(H)		(H)	
		(V)		(V)		(V)		(V)		(V)		(V)		(V)		(V)		(V)		(V)	
12,2	26 984	87,7	100,0	13,3	22,215	86,7	100,0	25 619	75,6	100,0	33 908	100,0	16,4	8 946	92,3	100,0	7 915	23,3	100,0	40 838	100,0
82,8	74,4	92,3	100,0	81,8	74,7	90,9	100,0	7 915	23,3	100,0	33 908	100,0	16,4	8 946	92,3	100,0	7 915	23,3	100,0	40 838	100,0
11,1	88,9	24,7	100,0	12,3	29 749	87,7	100,0	7 915	23,3	100,0	33 908	100,0	16,4	8 946	92,3	100,0	7 915	23,3	100,0	40 838	100,0
3,8	16 459	96,1	100,0	4,2	18 639	95,8	100,0	19 463	25,3	100,0	33 908	100,0	17,9	11 849	93,5	100,0	14 018	18,2	100,0	40 838	100,0
14,2	25,9	98,2	100,0	15,0	26,1	98,0	100,0	25,3	100,0	100,0	33 908	100,0	14,2	5 985	98,2	100,0	25,3	100,0	100,0	40 838	100,0
1,8	5 985	98,2	100,0	2,0	7 510	98,0	100,0	7 664	25,3	100,0	33 908	100,0	1,8	5 985	98,2	100,0	7 664	25,3	100,0	40 838	100,0
2,3	9,4	90,5	100,0	9,8	31 737	90,2	100,0	35 170	45,7	100,0	33 908	100,0	2,3	28 624	90,5	100,0	35 170	45,7	100,0	40 838	100,0
64,5	45,1	93,5	100,0	62,4	44,5	92,6	100,0	45,7	100,0	100,0	33 908	100,0	64,5	28 624	93,5	100,0	45,7	100,0	100,0	40 838	100,0
17,9	18,7	93,5	100,0	18,9	12 977	92,8	100,0	14 018	18,2	100,0	33 908	100,0	17,9	11 849	93,5	100,0	14 018	18,2	100,0	40 838	100,0
6,8	93,2	18,6	100,0	7,2	71 384	92,8	100,0	76 882	100,0	100,0	33 908	100,0	6,8	68 141	18,6	100,0	76 882	100,0	100,0	40 838	100,0
100,0	63 501	93,2	100,0	5 498	71 384	92,8	100,0	76 882	100,0	100,0	33 908	100,0	100,0	68 141	18,6	100,0	76 882	100,0	100,0	40 838	100,0
8,1	2 069	91,9	100,0	9,6	2 035	90,4	100,0	2 252	77,0	100,0	33 908	100,0	8,1	2 251	91,9	100,0	2 252	77,0	100,0	40 838	100,0
76,2	74,5	92,6	100,0	77,8	76,9	90,6	100,0	77,0	100,0	100,0	33 908	100,0	76,2	74,6	92,6	100,0	77,0	100,0	100,0	40 838	100,0
7,4	691	92,6	100,0	9,4	597	90,6	100,0	659	22,5	100,0	33 908	100,0	7,4	746	92,6	100,0	659	22,5	100,0	40 838	100,0
23,0	24,9	92,6	100,0	62	22,2	90,5	100,0	22,5	100,0	100,0	33 908	100,0	23,0	24,7	92,6	100,0	22,5	100,0	100,0	40 838	100,0
7,9	2 778	92,1	100,0	9,5	2 647	90,5	100,0	2 926	100,0	100,0	33 908	100,0	7,9	3 017	92,1	100,0	2 926	100,0	100,0	40 838	100,0
100,0	2 778	92,1	100,0	279	2 647	90,5	100,0	2 926	100,0	100,0	33 908	100,0	100,0	3 017	92,1	100,0	2 926	100,0	100,0	40 838	100,0
0,0	11	100,0	100,0	0,0	5	100,0	100,0	5	100,0	100,0	33 908	100,0	0,0	11	100,0	100,0	5	100,0	100,0	40 838	100,0
0,0	3	27,3	100,0	0,0	2	40,0	100,0	2	40,0	100,0	33 908	100,0	0,0	3	27,3	100,0	2	40,0	100,0	40 838	100,0
0,0	8	72,7	100,0	0,0	3	60,0	100,0	3	60,0	100,0	33 908	100,0	0,0	8	72,7	100,0	3	60,0	100,0	40 838	100,0
0,0	100,0	100,0	100,0	0,0	100,0	100,0	100,0	100,0	100,0	100,0	33 908	100,0	0,0	100,0	100,0	100,0	100,0	100,0	100,0	40 838	100,0
9,2	74 482	90,7	100,0	9,5	75 020	90,5	100,0	82 906	72,5	100,0	33 908	100,0	9,2	82 093	90,7	100,0	82 906	72,5	100,0	40 838	100,0
80,6	72,2	90,7	100,0	79,3	71,9	90,5	100,0	72,5	100,0	100,0	33 908	100,0	80,6	72,9	90,7	100,0	72,5	100,0	100,0	40 838	100,0
5,9	27 650	94,1	100,0	6,5	28 495	93,5	100,0	30 472	26,7	100,0	33 908	100,0	5,9	29 391	94,1	100,0	30 472	26,7	100,0	40 838	100,0
18,4	26,8	94,1	100,0	19,9	27,3	93,5	100,0	26,7	100,0	100,0	33 908	100,0	18,4	26,1	94,1	100,0	26,7	100,0	100,0	40 838	100,0
8,4	103 102	91,6	100,0	8,7	104 395	91,3	100,0	114 341	100,0	100,0	33 908	100,0	8,4	112 543	91,6	100,0	114 341	100,0	100,0	40 838	100,0
100,0	100,0	91,6	100,0	100,0	100,0	91,3	100,0	100,0	100,0	100,0	33 908	100,0	100,0	100,0	91,6	100,0	100,0	100,0	100,0	40 838	100,0

Tableau 47	
Nominations, provenance et groupe linguistique	
Répartition, en nombre et pourcentage (vertical (V) et horizontal (H)), des nominations au sein de la Fonction publique, selon la modalité de nomination, le groupe linguistique et la période 1977 et 1978	
Modalité de nomination	
Groupe linguistique	
Promotions	
Total ^c	
• Anglophones	
• Francophones	
Mutations	
■ Latérales	
● reconduction d'une nomination pour une période déterminée	
• Anglophones	
• Francophones	
• autres	
• Anglophones	
• Francophones	
Total ^c	
■ Régressives	
• Anglophones	
• Francophones	
Total ^c	
Rétrogradations	
Total ^c	
• Anglophones	
• Francophones	
Toutes les modalités ^d	
Grand total ^e	

^a Dans 23 cas en 1977, les documents de nomination ne précisent pas la provenance de la nomination.

^b La langue de travail préférée.

^c Dans 1 059 cas en 1977 et 963 en 1978, les documents de nomination ne précisent pas la langue de travail préférée.

^d Le total ne correspond pas à l'addition des totaux parce que dans 536 cas en 1977 et 620 en 1978, les documents de nomination ne précisent pas la modalité de nomination.

1977													
C.F.P.				Ministères				Total					
%				%				%					
(H)				(H)				(H)					
N.				N.				N.					
(V)				(V)				(V)					
5	15,3	20 534	84,7	56,6	24 241	59,4	100,0	3 392	17,4	16 074	54,0	82,6	100,0
8,1	8,6	20 534	56,6	94,9	16 595	40,6	100,0	767	5,3	13 675	94,7	14 442	100,0
5	5,0	15 752	43,4	94,9	16 595	40,6	100,0	767	5,3	13 675	94,7	14 442	100,0
18,4	18,4	15 752	43,4	94,9	16 595	40,6	100,0	767	5,3	13 675	94,7	14 442	100,0
10	11,1	36 288	88,9		40 838		100,0	4 159	12,3	29 749	87,7	33 908	100,0
10	11,1	36 288	88,9		40 838		100,0	4 159	12,3	29 749	87,7	33 908	100,0
5	5,0	15 752	43,4	94,9	16 595	40,6	100,0	767	5,3	13 675	94,7	14 442	100,0
18,4	18,4	15 752	43,4	94,9	16 595	40,6	100,0	767	5,3	13 675	94,7	14 442	100,0
1978													
C.F.P.				Ministères				Total					
%				%				%					
(H)				(H)				(H)					
N.				N.				N.					
(V)				(V)				(V)					
5	3,9	11 514	96,1	18,1	11 981	17,6	100,0	542	4,0	13 150	96,0	13 692	100,0
16	10,1	11 514	18,1	97,4	11 442	16,8	100,0	443	3,3	13 170	96,7	13 613	100,0
12	2,6	11 139	17,5	87,9	23 868	35,0	100,0	443	3,3	13 170	96,7	13 613	100,0
6,5	6,5	11 139	17,5	87,9	23 868	35,0	100,0	443	3,3	13 170	96,7	13 613	100,0
72	12,0	20 990	33,1	95,3	20 848	30,6	100,0	1 087	4,8	21 462	30,1	22 549	100,0
36	4,7	19 857	31,3	95,3	20 848	30,6	100,0	1 087	4,8	21 462	30,1	22 549	100,0
27	6,8	63 501	93,2		68 141		100,0	5 498	7,2	71 384	92,8	76 882	100,0
27	6,8	63 501	93,2		68 141		100,0	5 498	7,2	71 384	92,8	76 882	100,0
36	4,7	19 857	31,3	95,3	20 848	30,6	100,0	1 087	4,8	21 462	30,1	22 549	100,0
72	12,0	20 990	33,1	95,3	20 848	30,6	100,0	1 087	4,8	21 462	30,1	22 549	100,0
36	4,7	19 857	31,3	95,3	20 848	30,6	100,0	1 087	4,8	21 462	30,1	22 549	100,0
27	6,8	63 501	93,2		68 141		100,0	5 498	7,2	71 384	92,8	76 882	100,0
73	9,1	1 723	62,0	90,9	1 896	62,8	100,0	217	11,8	1 624	88,2	1 841	100,0
73	9,1	1 723	62,0	90,9	1 896	62,8	100,0	217	11,8	1 624	88,2	1 841	100,0
66	5,9	1 055	38,0	94,1	1 121	37,2	100,0	62	5,7	1 023	94,3	1 085	100,0
39	7,9	2 778	92,1		3 017		100,0	279	9,5	2 647	90,5	2 926	100,0
39	7,9	2 778	92,1		3 017		100,0	279	9,5	2 647	90,5	2 926	100,0
0	0,0	10	100,0	100,0	10	90,9	100,0	0	0,0	5	100,0	5	100,0
0	0,0	10	100,0	100,0	10	90,9	100,0	0	0,0	5	100,0	5	100,0
0	0,0	1	100,0	100,0	1	9,1	100,0	0	0,0	0	0,0	0	0,0
0	0,0	1	100,0	100,0	1	9,1	100,0	0	0,0	0	0,0	0	0,0
0	0,0	11	100,0	100,0	11	100,0	100,0	0	0,0	5	100,0	5	100,0
0	0,0	11	100,0	100,0	11	100,0	100,0	0	0,0	5	100,0	5	100,0
25	11,6	54 998	53,3	88,4	62 232	55,3	100,0	7 585	12,2	54 706	87,8	62 291	100,0
25	11,6	54 998	53,3	88,4	62 232	55,3	100,0	7 585	12,2	54 706	87,8	62 291	100,0
92	4,4	48 098	95,6		50 304		100,0	2 361	4,5	49 689	95,5	52 050	100,0
92	4,4	48 098	95,6		50 304		100,0	2 361	4,5	49 689	95,5	52 050	100,0
18	8,4	103 102	91,6		112 543		100,0	9 946	8,7	104 395	91,3	114 341	100,0
18	8,4	103 102	91,6		112 543		100,0	9 946	8,7	104 395	91,3	114 341	100,0

Nominations, provenance et sexe

Promotions		Mutations		Latérales		Régressives		Rétrogradations		Toutes les modalités*	
Sexe		Hommes	Femmes	Hommes	Femmes	Hommes	Femmes	Hommes	Femmes	Hommes	Femmes
	Total ¹										
				● reconduction d'une nomination pour une période déterminée		● autres					

« Dans 23 cas en 1977, les documents de nomination ne précisent pas la provenance de la nomination. Le total ne correspond pas à l'addition des totaux parce que dans 536 cas en 1977 et 620 en 1978, les documents de nomination ne précisent pas la modalité de nomination. »

suite et fin du tableau 45

Modalité de nomination

Mode de sélection

■ Régressives

● concours

● affiches

● répertoire

● sans concours

● reclassific

● autres mo

Total

Rétrogradations

Toutes les modalités^b

● concours

● affiches

● répertoire

● sans concours

● reclassific

● autres mo

Grand total

Nominations et mode de sélection

1977 et 1978

	Modalité de nomination	Mode de sélection
Promotions		
● concours		
● affiches		
● répertoires		
● sans concours		
● reclassements		
● autres modalités		
Total		

Laterales ■

■ reconduction d'une nomination pour une période déterminée

nomination pour une période déterminée	● concours	● autres
répertoires		
reclassifica	● sans concours	
autres mod		
affiches		

● autres	● concours	● répertoirés	● sans concours	● autres mod	Total
----------	------------	---------------	-----------------	--------------	-------

- autres modes

1977																1978																																											
Anglophones ^a								Francophones ^a								Total ^b								Anglophones ^a								Francophones ^a								Total ^b																			
N.				%(H)				N.				%(H)				N.				%(H)				N.				%(H)				N.				%(H)				N.				%(H)															
73				81,1				16				2,1				90				3,0				100,0				93				4,1				79,5				21				17,9				117				4,0				100,0			
26				76,5				8				1,1				34				1,1				100,0				22				1,0				78,6				6				21,4				28				1,0				100,0			
51				95,6				6				0,8				158				5,2				100,0				124				5,5				96,1				5				3,9				129				4,4				100,0			
109				69,4				91				12,2				301				10,0				100,0				239				10,6				77,9				68				22,1				307				10,5				100,0			
92				73,7				624				83,6				2 433				80,6				100,0				1 774				78,8				77,0				659				22,5				2 926				80,1				100,0			
51				74,6				746				24,7				3 017				100,0				100,0				2 252				100,0				77,0				659				22,5				2 926				100,0				100,0			
8				72,7				3				27,3				11				100,0				100,0				3				60,0				2				40,0				5				100,0				100,0							

Langue de travail préféree.
Le total ne correspond pas à l'addition des totaux parce que dans 1 059 cas en 1977 et 963 en 1978, les documents de nomination ne précisent pas la langue de travail préféree.
Dans 390 cas en 1977 et 501 en 1978, les documents de nomination ne précisent pas le lieu de travail.
Les 11 rétrogradations de 1977 et les 5 de 1978 se sont produites dans la même région.
Le total ne correspond pas à l'addition des totaux parce que dans 536 cas en 1977 et 620 en 1978, les documents de nomination ne précisent pas la modalité de nomination.

suite et fin du tableau 44

Modalité de nomination		Mobilité géographique	
Régressives		Total	
● Inter-régionales	● R.C.N. vers r	● régions vers l	● même lieu de
	● régions vers l	● intra-régionales	● entre villes
	● R.C.N. vers r	● régions vers l	● même lieu de
	● régions vers l	● intra-régionales	● entre villes
	● R.C.N. vers r	● régions vers l	● même lieu de
Toutes les modalités*		Grand total	

Anglophones ^a	N.	%	(H)	Francophones ^a	N.	%	(H)	Total ^b	N.	%	(H)

1977

1978

100,0	78,3	36	0,4	20,0	180	148	0,6	80,9	34	0,4	18,6
100,0	82,4	44	0,5	16,1	273	162	0,6	77,1	44	2,1	0,5
100,0	94,9	25	0,3	5,1	493	492	0,6	96,3	18	3,5	0,6
100,0	71,5	489	28,2	4,2	1 731	1 259	1,9	73,2	452	26,3	1 720
100,0	75,2	9 098	23,8	5,0	38 155	23 558	4,9	75,3	7 367	23,5	31 284
100,0	93,2	9 693	23,7	93,4	40 838	25 619	92,0	75,6	7 915	93,1	33 908
100,0	75,3	9 693	23,7	93,4	40 838	25 619	92,0	75,6	7 915	93,1	33 908
100,0	71,4	4	0,0	28,6	14	12	0,0	85,7	2	14,3	14
100,0	75,0	1	0,0	12,5	8	6	0,0	75,0	2	25,0	8
100,0	96,2	1	0,0	3,8	26	16	0,0	100,0	0	0,0	16
100,0	73,2	120	26,8	0,0	448	285	0,0	66,3	145	33,7	430
100,0	0,7	0,6	0,7	0,0	0,0	0,5	0,0	0,0	0,7	0,0	0,6
100,0	73,0	5 967	26,0	33,6	22 917	19 144	71,3	34,7	7 515	28,0	26 837
100,0	73,0	203	25,4	31,8	800	620	77,4	235	27,1	868	34,9
100,0	71,9	125	26,4	1,1	474	337	76,4	99	22,4	441	1,1
100,0	90,7	93	8,7	0,7	1 069	1 162	91,4	106	8,3	1 272	0,6
100,0	67,2	93	32,7	0,5	3 776	2 951	77,8	106	28,1	4 108	1,7
100,0	70,4	1 233	28,6	6,6	38 591	2 951	77,8	1 154	28,1	4 108	5,3
100,0	55,8	11 023	28,6	58,7	68 141	54 633	70,2	12 424	29,0	42 888	55,8
100,0	71,5	18 771	27,5	58,7	68 141	54 633	70,2	12 424	29,0	42 888	55,8
100,0	71,1	21 682	71,1	57,3	76 882	54 633	71,1	12 424	29,0	42 888	55,8
100,0	71,1	21 682	71,1	57,3	76 882	54 633	71,1	12 424	29,0	42 888	55,8

Nominations, mobilité géographique et groupe linguistique
Répartition, en nombre et pourcentage [vertical (V) et horizontal (H)], des nominations au s
la Fonction publique, selon la modalité de nomination, la mobilité géographique et le g
linguistique, 1977 et 1978

Tableau 44

Modalité de nomination		Mobilité géographique	
Promotions			
● inter-régionales		● inter-régionales	
● régions vers R		● régions vers R	
● entre villes		● entre villes	
● même lieu de		● même lieu de	
Total ^a		Total ^a	
■ Latérales		■ Latérales	
reconduction d'une nomination pour une période déterminée		● inter-régionales	
● inter-régionales		● inter-régionales	
● R.C.N. vers ré		● R.C.N. vers ré	
● régions vers R		● régions vers R	
● entre villes		● entre villes	
● même lieu de		● même lieu de	
■ autres		● inter-régionales	
● inter-régionales		● inter-régionales	
● R.C.N. vers ré		● R.C.N. vers ré	
● régions vers R		● régions vers R	
● entre villes		● entre villes	
● même lieu de		● même lieu de	
Total ^a		Total ^a	

^a Langue de travail préférée.
Le total ne correspond pas à l'addition des totaux parce que dans 1 059 cas en 1977 et 963 en 1978, les documents de nomination ne précisent pas la langue de travail préférée.
^c Dans 390 cas en 1977 et 501 en 1978, les documents de nomination ne précisent pas le lieu de travail.
^d Les 11 rétrogradations de 1977 et les 5 de 1978 sont produites dans la même région.
^e Le total ne correspond pas à l'addition des totaux parce que dans 536 cas en 1977 et 620 en 1978, les documents de nomination ne précisent pas la modalité de nomination.

Hommes		Femmes		Total ^a		Hommes		Femmes		Total	
1977		1978									
N.	% (V)	N.	% (V)	N.	% (H)	N.	% (V)	N.	% (V)	N.	% (H)
41	45,6	49	54,4	90	100,0	47	40,2	70	59,8	117	4,0
17	50,0	17	50,0	34	100,0	18	64,3	10	35,7	28	1,0
0,9	55,1	71	44,9	1,1	100,0	72	55,8	57	44,2	129	4,4
87	4,6	6,3	4,9	158	100,0	3,9	5,8	5,3	4,2	307	10,5
10	67,3	102	32,7	312	100,0	202	65,8	105	34,2	10,5	100,0
11,1	63,6	9,1	36,4	10,3	100,0	11,0	64,1	9,7	35,9	2 345	80,1
41	81,3	881	78,6	2 422	80,3	1 502	81,6	843	77,7	2 926	100,0
96	62,8	1 121	37,2	3 017	100,0	1 841	62,9	1 085	37,1	100,0	100,0
100,0		100,0		100,0		100,0		100,0		100,0	
10	90,9	1	9,1	11	100,0	5	0,0	0	0,0	5	100,0
100,0		100,0		100,0		100,0		100,0		100,0	
45	68,7	339	31,3	1 084	100,0	779	65,9	403	34,1	1 182	100,0
1,2	75,4	0,7	24,6	1,0	100,0	1,3	73,4	0,8	26,6	1,0	100,0
96	1,0	194	0,4	790	0,7	504	0,8	183	0,4	687	0,6
75	72,9	473	27,1	1 748	100,0	1 444	74,8	487	25,2	1 931	100,0
2,0	71,2	0,9	28,8	1,6	100,0	2,3	70,5	0,9	29,5	1,7	100,0
71	7,2	1 810	3,6	6 281	5,6	4 635	7,4	1 936	3,7	6 571	5,7
53,8	46,2	47 269	46,2	102 250	100,0	54 725	52,9	48 744	47,1	103 469	90,5
77	88,3	47 269	94,0	102 250	90,9	54 725	87,9	48 744	93,6	103 469	90,5
32	55,3	50 304	44,7	112 543	100,0	62 291	54,5	52 050	45,5	114 341	100,0
100,0		100,0		100,0		100,0		100,0		100,0	

« Dans 7 cas en 1977, les documents de nomination ne précisent pas le sexe. »
 « Dans 390 cas en 1977 et 501 en 1978, les documents de nomination ne précisent pas le lieu de travail. »
 « Les 11 rétrogradations de 1977 et les 5 de 1978 sont produites dans le même lieu de travail. »
 « Le total ne correspond pas à l'addition des totaux parce que dans 536 cas en 1977 et 620 en 1978, les documents de nomination ne précisent pas la modalité de nomination. »

suite et fin du tableau 43

Modalité de nomination		Mobilité géographique	
Régressives		Total ^a	
■	● inter-régionales	● inter-régionales	● inter-régionales
	● R.C.N. vers r	● R.C.N. vers r	● R.C.N. vers r
	● régions vers	● régions vers	● régions vers
	● entre villes	● entre villes	● entre villes
Toutes les modalités ^d		Grand total ^b	

1977												1978																												
Hommes						Femmes						Hommes						Femmes																						
%			(H)			%			(H)			%			(H)			%			(H)																			
Total						Total						Total						Total																						
145	80,6	35	19,4	180	100,0	84,7	28	15,3	183	100,0	0,6	88,3	32	11,7	273	100,0	0,8	90,0	21	10,0	0,2	88,3	35	19,4	180	100,0	0,4	93,4	17 418	89,5	57,4	14 442	100,0	42,6	33 908	100,0				
241	88,3	32	11,7	273	100,0	189	10	89,0	210	100,0	0,7	88,3	32	11,0	493	100,0	1,0	90,0	21	10,0	0,1	88,3	35	11,0	511	100,0	1,2	493	17 418	89,5	57,4	14 442	100,0	42,6	33 908	100,0				
439	89,0	54	11,0	493	100,0	455	56	89,0	511	100,0	1,8	89,0	54	11,0	1 220	100,0	2,3	89,0	56	11,0	0,4	89,0	138	11,0	511	100,0	1,2	1 220	17 418	89,5	57,4	14 442	100,0	42,6	33 908	100,0				
276	73,7	455	26,3	1 731	100,0	72,6	471	27,4	1 720	100,0	5,3	73,7	455	27,4	3 124	100,0	6,4	72,6	471	27,4	3,3	72,6	1 220	5,1	511	100,0	4,2	3 124	17 418	89,5	57,4	14 442	100,0	42,6	33 908	100,0				
136	58,0	16 017	42,0	38 155	100,0	55,7	13 866	44,3	31 284	100,0	91,3	58,0	16 017	44,3	92,3	100,0	91,3	55,7	13 866	44,3	92,3	100,0	91,3	58,0	16 017	92,3	93,4	17 418	89,5	57,4	14 442	100,0	42,6	33 908	100,0					
241	91,3	96,5	40,6	40 838	100,0	57,4	14 442	42,6	33 908	100,0	100,0	91,3	96,5	40,6	40 838	100,0	100,0	57,4	14 442	42,6	33 908	100,0	100,0	91,3	96,5	40,6	40 838	100,0	100,0	91,3	96,5	40,6	40 838	100,0	100,0	91,3	96,5	40,6	40 838	100,0
49	52,6	32 290	47,4	68 141	100,0	54,9	36 162	47,0	76 882	100,0	54,7	52,6	32 290	47,4	55,8	100,0	54,7	52,6	32 290	47,4	55,8	100,0	54,7	52,6	32 290	47,4	56,6	68 141	100,0	54,9	36 162	47,0	76 882	100,0	54,7	52,6	32 290	47,4	55,8	100,0

C.F.P.		Ministères		Total ^a		C.F.P.		Ministères		Total		C.F.P.		Ministères		Total	
% (H)		% (H)		% (H)		% (H)		% (H)		% (H)		% (H)		% (H)		% (H)	
N.		N.		N.		N.		N.		N.		N.		N.		N.	
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
0,0	11	100,0	11	100,0	11	0,0	5	100,0	5	100,0	5	0,0	100,0	100,0	100,0	100,0	
19,9	80,0	100,0	80,0	100,0	80,0	21,2	78,8	100,0	78,8	100,0	78,8	100,0	100,0	100,0	100,0	100,0	
12,6	4,5	100,0	4,5	100,0	4,5	12,9	4,6	100,0	4,6	100,0	4,6	100,0	100,0	100,0	100,0	100,0	
7,8	92,2	100,0	92,2	100,0	92,2	8,0	92,0	100,0	92,0	100,0	92,0	100,0	100,0	100,0	100,0	100,0	
87,3	94,9	100,0	94,9	100,0	94,9	87,0	94,8	100,0	94,8	100,0	94,8	100,0	100,0	100,0	100,0	100,0	
8,4	91,6	100,0	91,6	100,0	91,6	8,7	91,3	100,0	91,3	100,0	91,3	100,0	100,0	100,0	100,0	100,0	
112 543	112 543	100,0	112 543	100,0	112 543	9 946	104 395	100,0	104 395	100,0	104 395	100,0	114 341	114 341	100,0	100,0	
14 594	86,6	100,0	14 594	100,0	14,9	85,1	100,0	11 616	85,1	100,0	11,1	100,0	13 649	114 341	100,0	100,0	
12 633	12,3	100,0	12 633	100,0	20,4	11,1	100,0	11 616	85,1	100,0	11,1	100,0	13 649	114 341	100,0	100,0	
7,6	92,4	100,0	92,4	100,0	7,9	92,1	100,0	92 779	92,1	100,0	92,1	100,0	100 692	114 341	100,0	100,0	
79,2	87,7	100,0	87,7	100,0	79,6	88,9	100,0	92 779	88,9	100,0	88,9	100,0	100 692	114 341	100,0	100,0	
8,4	91,6	100,0	91,6	100,0	8,7	91,3	100,0	104 395	91,3	100,0	91,3	100,0	114 341	114 341	100,0	100,0	
11,5	88,5	100,0	11,5	100,0	13,0	87,0	100,0	53 383	87,0	100,0	51,1	100,0	61 370	114 341	100,0	100,0	
57 253	55,5	100,0	57 253	100,0	7 987	80,3	100,0	53 383	87,0	100,0	51,1	100,0	61 370	114 341	100,0	100,0	
10,9	89,0	100,0	10,9	100,0	8,7	91,3	100,0	680	91,3	100,0	0,7	100,0	745	114 341	100,0	100,0	
1 786	1,7	100,0	1 786	100,0	0,7	91,3	100,0	680	91,3	100,0	0,7	100,0	745	114 341	100,0	100,0	
4,1	96,9	100,0	4,1	100,0	3,1	96,9	100,0	11 186	96,9	100,0	10,7	100,0	11 540	114 341	100,0	100,0	
11 188	10,9	100,0	11 188	100,0	3,6	96,9	100,0	11 186	96,9	100,0	10,7	100,0	11 540	114 341	100,0	100,0	
32 872	31,9	100,0	32 872	100,0	15,5	96,2	100,0	39 146	96,2	100,0	37,5	100,0	40 686	114 341	100,0	100,0	
8,4	91,6	100,0	8,4	100,0	8,7	91,3	100,0	104 395	91,3	100,0	91,3	100,0	114 341	114 341	100,0	100,0	
103 102	103 102	100,0	103 102	100,0	9 946	104 395	100,0	104 395	91,3	100,0	91,3	100,0	114 341	114 341	100,0	100,0	
100,0	100,0	100,0	100,0	100,0	9 946	104 395	100,0	104 395	91,3	100,0	91,3	100,0	114 341	114 341	100,0	100,0	

Rétrogradations*	
Modalité de nomination	
Mobilité professionnelle	
Toutes les modalités*	
<ul style="list-style-type: none"> ● ministère 	<ul style="list-style-type: none"> ● dans un autre m ● dans le même m
Total*	
<ul style="list-style-type: none"> ● groupe 	<ul style="list-style-type: none"> ● dans un autre g ● dans le même g ou sous-groupe
Total	
<ul style="list-style-type: none"> ● modalité d'emploi 	<ul style="list-style-type: none"> ● période indéterm ● période détermin
Total*	

Dans 22 cas en 1977, les documents de nomination ne précèdent pas la provenance de la nomination.

Dans 550 cas en 1977 et 620 en 1978, les documents de nomination ne précèdent pas s'il y a eu un changement de ministère.

Le total ne correspond pas à l'addition des totaux parce que dans 3 cas en 1977, les documents de nomination ne précèdent pas la modélle d'emploi.

Des 11 rétrogradations en 1977 ne comportent aucun changement de groupe ou de sous-groupe.

Des 5 rétrogradations en 1978, 1 comporte un changement de groupe ou de sous-groupe et 4, aucun changement.

Le total ne correspond pas à l'addition des totaux parce que dans 536 cas en 1977 et 620 en 1978, les documents de nomination ne précèdent pas la modélle de nomination.

Modalité de nomination

Mobilité professionnelle

Mutations

- Latérales ■ reconduction d'une nomination pour une période déterminée

- autres
- ministère

- dans un autre
- dans le même

Total^b

- groupe
- dans un autre g
- ou sous-groupe
- dans le même g
- ou sous-groupe

Total

- modalité d'emploi
- période indéterm
- période détermin
- période indéterm
- période détermin
- à période indéterm
- période détermin

Total^b

- ministère
- dans un autre m
- dans le même m

Total^b

- groupe
- dans un autre g
- ou sous-groupe
- dans le même g
- ou sous-groupe

Total

- modalité d'emploi
- période indéterm
- période détermin
- période indéterm
- période détermin
- à période indéterm
- période détermin

Total^b

- période indéterm
- période détermin
- à période indéterm
- période détermin
- à période indéterm
- période détermin

^aDans 23 cas en 1977, les documents de nomination ne précisent pas la provenance de la nomination.

^bDans 530 cas en 1977 et 620 en 1978, les documents de nomination ne précisent pas s'il y a eu changement de ministère.

^cLe total ne correspond pas à l'addition des totaux parce que dans 3 cas en 1977, les documents de nomination ne précisent pas la modalité d'emploi.

^dLes 11 rétrogradations en 1977 ne comportent aucun changement de groupe ou de sous-groupe. Des 5 rétrogradations en 1978, 1 comporte un changement de groupe ou de sous-groupe et 4, aucun changement.

^eLe total ne correspond pas à l'addition des totaux parce que dans 536 cas en 1977 et 620 en 1978, les documents de nomination ne précisent pas la modalité de nomination.

Tableau 42

Nominations, provenance et mobilité professionnelle

Répartition, en nombre et pourcentage [vertical (V) et horizontal (H)], des nominations au sein de la Fonction publique, selon la modalité de nomination, la mobilité professionnelle et la date de nomination, 1977 et 1978

Modalité de nomination	Mobilité professionnelle
------------------------	--------------------------

Promotions

● ministère	• dans un autre ministère
	• dans le même ministère
Total^b	

● groupe	• dans un autre groupe
	• dans le même groupe
Total	

● modalité d'emploi	• période indéterminée
	• période déterminée
Total^c	

^a Dans 23 cas en 1977, les documents de nomination ne précisent pas la provenance de la nomination.

^b Dans 530 cas en 1977 et 620 en 1978, les documents de nomination ne précisent pas s'il y a eu changement de ministère.

^c Le total ne correspond pas à l'addition des totaux parce que dans 3 cas en 1977, les documents de nomination ne précisent pas la modalité d'emploi.

^d Les 11 rétrogradations en 1977 ne comportent aucun changement de groupe ou de sous-groupe. Des 5 rétrogradations en 1978, 1 comporte un changement de groupe ou de sous-groupe et 4, aucun changement.

^e Le total ne correspond pas à l'addition des totaux parce que dans 536 cas en 1977 et 620 en 1978, les documents de nomination ne précisent pas la modalité de nomination.

1977				1978			
C.F.P.		Ministères		C.F.P.		Ministères	
N.	% (H)	N.	% (V)	N.	% (H)	N.	% (V)
668	7,4	20 767	92,6	1 364	7,1	17 860	92,9
15,0		16,8		12,1		14,6	
11,1		88,9		12,3		87,7	
36 288		29,3		29 749		24,3	
41,0				36,8			
768	3,3	22 654	96,7	985	3,6	26 320	96,4
6,9		18,3		8,7		21,5	
8,6		91,4		9,1		90,9	
40 847		33,0		45 064		36,9	
7,9		92,1		9,5		90,5	
2 778		2,2		2 647		2,2	
0,0		100,0		0,0		100,0	
8,2		0,0		8,5		0,0	
123 883		11		122 255		5	
100,0		0,0		100,0		91,5	
91,8		100,0		133 565		5	
134 996		3 017		2 926		2,2	
100,0		2,2		100,0		100,0	
11 310		33,1		4 513		39,9	
100,0		44 717		279		2,5	
0,0		17,4		0,0		0,0	
100,0		23 424		100,0		100,0	
100,0		30,3		100,0		100,0	
100,0		16,6		100,0		100,0	
100,0		22 437		1 364		17 860	
100,0		100,0		12,1		92,9	
100,0		100,0		12,3		14,6	
100,0		88,9		12,3		87,7	
100,0		29,3		29 749		24,3	
100,0		40 838		36,8			
100,0		30,3		100,0		100,0	
100,0		17,4		4 159		25,4	
100,0		91,4		8,7		20,4	
100,0		33,0		9,1		37,1	
100,0		92,1		9,5		90,5	
100,0		2,2		2,5		2,2	
100,0		100,0		0,0		100,0	
100,0		0,0		0,0		0,0	
100,0		0,0		8,5		91,5	
100,0		11		122 255		5	
100,0		100,0		100,0		100,0	
100,0		91,8		133 565		5	
100,0		3 017		2 926		2,2	
100,0		2,2		100,0		100,0	
100,0		33,1		4 513		39,9	
100,0		44 717		279		2,5	
100,0		17,4		0,0		0,0	
100,0		23 424		100,0		100,0	
100,0		30,3		100,0		100,0	
100,0		16,6		100,0		100,0	
100,0		22 437		1 364		17 860	
100,0		100,0		12,1		92,9	
100,0		100,0		12,3		14,6	
100,0		88,9		12,3		87,7	
100,0		29,3		29 749		24,3	
100,0		40 838		36,8			
100,0		30,3		100,0		100,0	
100,0		17,4		4 159		25,4	
100,0		91,4		8,7		20,4	
100,0		33,0		9,1		37,1	
100,0		92,1		9,5		90,5	
100,0		2,2		2,5		2,2	
100,0		100,0		0,0		100,0	
100,0		0,0		0,0		0,0	
100,0		0,0		8,5		91,5	
100,0		11		122 255		5	
100,0		100,0		100,0		100,0	
100,0		91,8		133 565		5	
100,0		3 017		2 926		2,2	
100,0		2,2		100,0		100,0	
100,0		33,1		4 513		39,9	
100,0		44 717		279		2,5	
100,0		17,4		0,0		0,0	
100,0		23 424		100,0		100,0	
100,0		30,3		100,0		100,0	
100,0		16,6		100,0		100,0	
100,0		22 437		1 364		17 860	
100,0		100,0		12,1		92,9	
100,0		100,0		12,3		14,6	
100,0		88,9		12,3		87,7	
100,0		29,3		29 749		24,3	
100,0		40 838		36,8			
100,0		30,3		100,0		100,0	
100,0		17,4		4 159		25,4	
100,0		91,4		8,7		20,4	
100,0		33,0		9,1		37,1	
100,0		92,1		9,5		90,5	
100,0		2,2		2,5		2,2	
100,0		100,0		0,0		100,0	
100,0		0,0		0,0		0,0	
100,0		0,0		8,5		91,5	
100,0		11		122 255		5	
100,0		100,0		100,0		100,0	
100,0		91,8		133 565		5	
100,0		3 017		2 926		2,2	
100,0		2,2		100,0		100,0	
100,0		33,1		4 513		39,9	
100,0		44 717		279		2,5	
100,0		17,4		0,0		0,0	
100,0		23 424		100,0		100,0	
100,0		30,3		100,0		100,0	
100,0		16,6		100,0		100,0	
100,0		22 437		1 364		17 860	
100,0		100,0		12,1		92,9	
100,0		100,0		12,3		14,6	
100,0		88,9		12,3		87,7	
100,0		29,3		29 749		24,3	
100,0		40 838		36,8			
100,0		30,3		100,0		100,0	
100,0		17,4		4 159		25,4	
100,0		91,4		8,7		20,4	
100,0		33,0		9,1		37,1	
100,0		92,1		9,5		90,5	
100,0		2,2		2,5		2,2	
100,0		100,0		0,0		100,0	
100,0		0,0		0,0		0,0	
100,0		0,0		8,5		91,5	
100,0		11		122 255		5	
100,0		100,0		100,0		100,0	
100,0		91,8		133 565		5	
100,0		3 017		2 926		2,2	
100,0		2,2		100,0		100,0	
100,0		33,1		4 513		39,9	
100,0		44 717		279		2,5	
100,0		17,4		0,0		0,0	
100,0		23 424		100,0		100,0	
100,0		30,3		100,0		100,0	
100,0		16,6		100,0		100,0	
100,0		22 437		1 364		17 860	
100,0		100,0		12,1		92,9	
100,0		100,0		12,3		14,6	
100,0		88,9		12,3		87,7	
100,0		29,3		29 749		24,3	
100,0		40 838		36,8			
100,0		30,3		100,0		100,0	
100,0		17,4		4 159		25,4	
100,0		91,4		8,7		20,4	
100,0		33,0		9,1		37,1	
100,0		92,1		9,5		90,5	
100,0		2,2		2,5		2,2	
100,0		100,0		0,0		100,0	
100,0		0,0		0,0		0,0	
100,0		0,0		8,5		91,5	
100,0		11		122 255		5	
100,0		100,0		100,0		100,0	
100,0		91,8		133 565		5	
100,0		3 017		2 926		2,2	
100,0		2,2		100,0		100,0	
100,0		33,1		4 513		39,9	
100,0		44 717		279		2,5	
100,0		17,4		0,0		0,0	
100,0		23 424		100,0		100,0	
100,0		30,3		100,0		100,0	
100,0		16,6		100,0		100,0	
100,0		22 437		1 364		17 860	
100,0		100,0		12,1		92,9	
100,0		100,0		12,3		14,6	
100,0		88,9		12,3		87,7	
100,0		29,3		29 749		24,3	
100,0		40 838		36,8			
100,0		30,3		100,0		100,0	
100,0		17,4		4 159		25,4	
100,0		91,4		8,7		20,4	
100,0		33,0		9,1		37,1	
100,0		92,1		9,5		90,5	
100,0		2,2		2,5		2,2	
100,0		100,0		0,0		100,0	
100,0		0,0		0,0		0,0	
100,0		0,0		8,5		91,5	
100,0		11		122 255		5	
100,0		100,0		100,0		100,0	
100,0		91,8		133 565		5	
100,0		3 017		2 926		2,2	
100,0		2,2		100,0		100,0	
100,0		33,1		4 513		39,9	
100,0		44 717		279		2,5	
100,0		17,4		0,0		0,0	
100,0		23 424		100,0		100,0	
100,0		30,3		100,0		100,0	
100,0		16,6		100,0		100,0	
100,0		22 437		1 364		17 860	
100,0		100,0		12,1		92,9	
100,0		100,0		12,3		14,6	
100,0		88,9		12,3		87,7	
100,0		29,3		29 749		24,3	
100,0		40 838		36,8			
100,0		30,3		100,0		100,0	
100,0		17,4		4 159		25,4	
100,0		91,4		8,7		20,4	
100,0		33,0		9,1		37,1	
100,0		92,1		9,5		90,5	
100,0		2,2		2,5		2,2	
100,0		100,0		0,0		100,0	
100,0		0,0		0,0		0,0	
100,0		0,0		8,5		91,5	
100,0		11		122 255		5	
100,0		100,0		100,0		100,0	
100,0		91,8		133 565		5	
100,0		3 017		2 926		2,2	
100,0		2,2		100,0		100,0	
100,0		33,1		4 513		39,9	
100,0		44 717		279		2,5	
100,0		17,4		0,0		0,0	
100,0		23 424		100,0		100,0	
100,0		30,3		100,0		100,0	
100,0		16,6		100,0		100,0	
100,0		22 437		1 364		17 860	
100,0		100,0		12,1		92,9	
100,0		100,0		12,3		14,6	
100,0		88,9		12,3		87,7	
100,0		29,3		29 749		24,3	
100,0		40 838		36,8			
100,0		30,3		100,0		100,0	
100,0							

^aDans 26 cas en 1977, les documents de nomination ne précisent pas la provenance de la nomination.

^bCes totaux ne correspondent pas à l'addition des nominations à et au sein de la Fonction publique parce que dans 16 cas en 1977, la modalité d'em-plot quant à la nomination précédente, n'est pas précisée sur les documents de nomination. De plus, ils ne correspondent pas au total de toutes les modalités de nomination parce que dans 536 cas en 1977 et 620 en 1978, les documents de nomination ne portent pas cette précision.

^cLe total ne correspond pas à l'addition des totaux parce que 142 postes en 1977 et 83 en 1978 n'ont pas été classés dans l'une ou l'autre de ces catégories.

suite et fin du tableau 41

Toutes les catégories^a

Nominations à la Fonction publique

Nominations au sein
de la Fonction publique

■ Promotions

■ Mutations

● latérales

• autres

● régressives

■ Rétrogradations

Grand total^b

1977							1978								
C.F.P.			Ministères				C.F.P.			Ministères					
	% (H)	% (V)		N.	% (H)	% (V)		N.	% (H)	% (V)		N.	% (H)	% (V)	
1	4,9	0,5	5 875	11,5	99,5	5 906	11,4	53	7,5	1,0	5 320	10,1	99,0	5 373	10,1
7	1,3	30,9	14 685	28,7	98,6	14 891	28,8	186	1,4	26,5	13 031	24,8	98,6	13 217	24,8
8	1,3	24,8	11 797	23,1	98,7	11 956	23,1	194	1,3	27,6	14 420	27,5	98,7	14 614	27,5
33	1,3	36,6	17 480	34,2	98,6	17 722	34,2	253	1,4	36,0	18 377	35,0	98,6	18 630	35,0
14	1,4	2,2	977	1,9	98,6	991	1,9	16	1,7	2,3	931	1,8	98,3	947	1,8
0	0,0	0,0	3	0,0	100,0	3	0,0	0	0,0	100,0	3	0,0	100,0	3	0,0
37	1,2	100,0	51 138	98,7	100,0	51 794	100,0	703	1,3	52 487	98,7	100,0	53 190	100,0	100,0
23	0,2	9,7	9 328	25,7	99,7	9 353	25,7	19	0,2	8,461	99,8	8 480	22,5	100,0	100,0
40	0,7	37,7	5 811	16,0	99,3	5 852	16,0	27	0,5	4 997	99,5	5 024	13,3	100,0	100,0
9	0,1	8,5	8 343	23,0	99,9	8 353	22,9	12	0,1	8 913	99,9	8 925	23,7	100,0	100,0
32	0,3	30,2	11 488	31,6	99,7	11 521	31,6	70	0,5	13 842	99,5	13 912	36,9	100,0	100,0
2	0,2	1,9	1 217	3,3	99,8	1 219	3,3	1	0,1	1 205	99,9	1 206	3,2	100,0	100,0
0	0,0	0,0	4	0,0	100,0	4	0,0	0	0,0	2	100,0	2	0,0	100,0	100,0
106	0,3	100,0	36 352	99,7	100,0	36 463	100,0	129	0,3	37 565	99,7	37 694	100,0	100,0	100,0

1977			1978		
C.F.P.		N.	C.F.P.		N.
Ministères		% (H)	Ministères		% (H)
Total		% (V)	Total		% (V)

367	12,5	2 579	87,5	2 946	11,1
480	11,9	10 918	88,1	12 398	46,7
118	8,3	1 310	91,7	1 428	5,4
654	17,7	7 689	82,3	9 344	19,1
101	24,0	320	76,0	421	3,3
0	0,0	2	100,0	0	0,0
723	14,0	22 835	86,0	26 559	17,8

563	30,6	1 275	69,4	1 838	32,4
603	35,0	2 973	65,0	4 576	32,7
339	30,3	781	69,7	1 120	28,8
831	28,5	2 085	71,5	2 916	30,8
62	29,2	150	70,8	212	28,6
0	0,0	1	100,0	0	0,0
398	31,8	7 277	68,2	10 675	31,4

563	30,6	1 275	69,4	1 838	32,4
603	35,0	2 973	65,0	4 576	32,7
339	30,3	781	69,7	1 120	28,8
831	28,5	2 085	71,5	2 916	30,8
62	29,2	150	70,8	212	28,6
0	0,0	1	100,0	0	0,0
398	31,8	7 277	68,2	10 675	31,4

"Dans 26 cas en 1977, les documents de nomination ne précisent pas la provenance de la nomination.
Ces totaux ne correspondent pas à l'addition des nominations à et au sein de la Fonction publique parce que dans 16 cas en 1977, la modalité d'em-
ploi quant à la nomination précédente, n'est pas précisée sur les documents de nomination. De plus, ils ne correspondent pas au total de toutes les modalités de nomination parce que dans 536 cas en 1977 et 620 en 1978, les documents de nomination ne portent pas cette précision.
Le total ne correspond pas à l'addition des totaux parce que 142 postes en 1977 et 83 en 1978 n'ont pas été classés dans l'une ou l'autre de ces catégories."

suite du tableau 41

Total ^b			
■ Rétrogradations			
● régressives			
● autres			
● reconduction		● latérales	
nomination			
période de			
Total ^b			
■ Mutations			
■ Promotions			
Nominations au sein de la Fonction publique			
Nominations à la Fonction publique			
Techniciens			
Total ^b			
■ Rétrogradations			
● régressives			
● autres			
● reconduction		● latérales	
nomination l			
période de			
Total ^b			
■ Mutations			
■ Promotions			
Nominations au sein de la Fonction publique			
Nominations à la Fonction publique			
Administration et service extérieur			
Modalité de nomination		Catégorie professionnelle	

1977											
C.F.P.				Ministères				Total ^a			
N.		%		N.		%		N.		%	
(V)		(H)		(V)		(H)		(V)		(H)	
27	100,0	27	4,5	22	100,0	22	4,1	22	100,0	22	4,1
68	100,0	268	44,2	225	100,0	225	41,7	225	100,0	225	41,7
2	100,0	2	0,3	0	0,0	0	0,0	0	0,0	0	0,0
108	100,0	308	50,8	285	100,0	285	52,8	285	100,0	285	52,8
1	100,0	1	0,2	8	100,0	8	1,5	8	100,0	8	1,5
0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0
106	100,0	606	100,0	540	100,0	540	100,0	540	100,0	540	100,0
1978											
C.F.P.				Ministères				Total			
N.		%		N.		%		N.		%	
(V)		(H)		(V)		(H)		(V)		(H)	
27,8	27,8	1 668	26,9	1 167	20,0	71,7	1 627	19,8	100,0	100,0	100,0
25,2	32,6	1 900	30,6	1 829	31,4	69,4	2 636	32,1	100,0	100,0	100,0
42	25,2	422	74,8	566	74,1	764	9,3	100,0	100,0	100,0	100,0
5,6	5,6	6,8	6,4	8,3	25,9	9,7	764	9,3	100,0	100,0	100,0
27,3	27,3	2 097	72,7	2 161	28,8	71,2	3 034	9,3	100,0	100,0	100,0
30,8	30,8	33,8	32,9	36,4	40,4	59,6	36,9	100,0	100,0	100,0	100,0
58	2,3	114	2,0	84	2,4	1,4	141	1,7	100,0	100,0	100,0
0	0,0	1	100,0	0	0,0	0,0	0	0,0	100,0	100,0	100,0
29,1	29,1	6 208	70,9	5 826	29,2	70,8	8 224	100,0	100,0	100,0	100,0
549	100,0	8 757	100,0	2 398	100,0	100,0	100,0	100,0	100,0	100,0	100,0

« Dans 26 cas en 1977, les documents de nomination ne précisent pas la provenance de la nomination. Ces totaux ne correspondent pas à l'addition des nominations à et au sein de la Fonction publique parce que dans 16 cas en 1977, la modalité d'em-
ploi quant à la nomination précédente, n'est pas précisée sur les documents de nomination. De plus, ils ne correspondent pas au total de toutes les modalités de nomination parce que dans 536 cas en 1977 et 620 en 1978, les documents de nomination ne portent pas cette précision. Le total ne correspond pas à l'addition des totaux parce que 142 postes en 1977 et 83 en 1978 n'ont pas été classés dans l'une ou l'autre de ces catégories.

Nominations, provenance et catégorie professionnelle	
Répartition, en nombre et pourcentage [vertical (V) et horizontal (H)], des nominations à et au sein de la Fonction publique, selon la catégorie professionnelle, la modalité de nomination et la provenance, 1977 et 1978	
Catégorie professionnelle	Modalité de nomination
Haute direction	
Nominations à la Fonction publique	
Nominations au sein de la Fonction publique	
■ Promotions	
■ Mutations	
● latérales	
● régressives	
● autres	
■ Rétrogradations	
Total ^a	
Scientifiques et spécialistes	
Nominations à la Fonction publique	
Nominations au sein de la Fonction publique	
■ Promotions	
■ Mutations	
● latérales	
● régressives	
● autres	
■ Rétrogradations	
Total ^a	

Tableau 39

Nominations et cessations d'emploi

Repartition des nominations^a et au sein de la Fonction publique ainsi que des cessations d'emploi, selon les années, 1974 à 1978

Nomination ^b et cessation d'emploi	1974	1975	1976	1977	1978
Nominations à la Fonction publique	46 567	36 251	29 730	22 437	19 224
Nominations au sein de la Fonction publique	78 232	90 920	91 267 ^c	112 543 ^c	114 341 ^c
Total^d	124 799	127 171	121 022	134 996	133 565
Cessations d'emploi	39 344	31 783	33 621	32 503	36 612

^a Les nouvelles règles touchant la documentation des nominations font qu'il est impossible de comparer rigoureusement les données de 1976, 1977 et 1978 à celles des années précédentes.

^b Les personnes nommées pour moins de six mois ne sont pas comptées. Si elles font par la suite l'objet de nouvelles nominations, portant à plus de six mois la période totale d'emploi ou constituant une nomination pour une période indéterminée, elles sont alors comptées parmi les « nominations au sein de la Fonction publique ».

^c Un bulletin émis vers la fin de 1976 a obligé les ministères à faire une nouvelle nomination lors des reconductions d'une nomination pour une période déterminée (11 762 cas en 1976, 34 187 en 1977 et 40 686 en 1978).

^d Dans 25 cas en 1976 et 16 cas en 1977 les documents de nomination ne présentent pas la modalité d'emploi de la nomination précédente.

Nominations et modalités d'emploi

Repartition des nominations à et au sein de la Fonction publique, selon les modalités d'emploi, et 1978

Nominations	1977	1978
A la Fonction publique	14 322	11 443
Au sein de la Fonction publique	74 964	71 058
Total	89 289	82 501
temps—période indéterminée	5 372	40 713
temps—période déterminée (six mois et plus)	35 014	40 713
À plein temps	19 694	111 771
partient—période indéterminée ou de six mois et plus	2 099	1 960
partient	496	536
Total^a	22 437	114 341
	134 996	133 565

^a 16 cas en 1977 les documents de nomination ne présentent pas la modalité d'emploi de la nomination précédente.

101 cas en 1977 et 74 en 1978, les documents de nomination ne présentent pas la modalité d'emploi.

Tableau 36

Catégorie professionnelle et statut linguistique des postes

Répartition, en nombre et pourcentage, des postes par catégorie professionnelle et selon le statut linguistique du poste, 1978

Catégorie professionnelle	Bilingue		Anglais essentiel		Français essentiel		Anglais ou français	
	N.	%	N.	%	N.	%	N.	%
Haute direction	1 186	90,6	117	8,9	1	0,1	5	0,4
Scientifiques et spécialistes	8 166	30,0	16 158	59,3	1 829	6,7	1 087	4,0
Administration et service extérieur	24 827	38,8	33 521	52,3	3 487	5,4	2 258	3,5
Techniciens	5 717	18,8	21 596	70,9	1 412	4,6	1 733	5,7
Soutien administratif	23 029	25,3	51 012	55,9	9 286	10,2	7 874	8,6
Exploitation	5 812	5,0	79 007	68,5	22 373	19,4	8 154	7,1
Total	68 737	20,9	201 411	61,1	38 388	11,6	21 111	6,4

Source : Secrétariat du Conseil du Trésor

Tableau 37

Catégorie professionnelle et statut linguistique des postes dans la Région de la

capitale nationale

Répartition, en nombre et pourcentage, des postes dans la Région de la capitale nationale, par catégorie professionnelle et selon le statut linguistique du poste, 1978

Catégorie professionnelle	Bilingue		Anglais essentiel		Français essentiel		Anglais ou français	
	N.	%	N.	%	N.	%	N.	%
Haute direction	1 090	98,3	13	1,2	1	0,1	5	0,4
Scientifiques et spécialistes	5 522	48,0	4 147	36,1	917	8,0	912	7,9
Administration et service extérieur	16 152	61,0	8 267	31,3	417	1,6	1 623	6,1
Techniciens	2 523	30,7	4 090	49,8	143	1,8	1 451	17,7
Soutien administratif	15 928	43,3	12 626	34,3	1 305	3,6	6 921	18,8
Exploitation	1 989	21,0	1 302	13,8	445	4,7	5 722	60,5
Total	43 204	46,2	30 445	32,6	3 228	3,4	16 634	17,8

Source : Secrétariat du Conseil du Trésor

Tableau 38

Régions linguistiques et statut linguistique des postes

Répartition, en nombre et pourcentage, des postes par région linguistique et selon le statut linguistique du poste, 1978

Région linguistique ^a	Bilingue		Anglais essentiel		Français essentiel		Anglais ou français	
	N.	%	N.	%	N.	%	N.	%
Unilingue à majorité anglaise ^b	2 956	1,8	162 174	97,0	147	0,1	1 888	1,1
Unilingue à majorité française ^c	5 573	25,0	250	1,1	16 363	73,3	123	0,6
Québec bilingue ^d	13 650	41,6	191	0,6	18 448	56,2	531	1,6
Région de la capitale nationale	43 204	46,2	30 445	32,6	3 228	3,4	16 634	17,8
Nouveau-Brunswick, Nord et Est de l'Ontario ^e	3 354	24,2	8 351	60,3	202	1,5	1 935	14,0
Total	68 737	20,9	201 411	61,1	38 388	11,6	21 111	6,4

^a Telles que délimitées dans Les langues officielles dans la Fonction publique du Canada—Déclaration de politiques.^b Régions situées à l'extérieur du Québec.^c Le Québec sauf les régions bilingues.^d À l'exclusion de la Région de la capitale nationale.

Source : Secrétariat du Conseil du Trésor

Tableau 35

Postes bilingues, Région de la capitale nationale, catégorie professionnelle et niveau de compétence requis en langue seconde (expression orale)
Répartition, en nombre et pourcentage, des postes bilingues dans la Région de la capitale nationale par catégorie professionnelle et selon le niveau de compétence requis en langue seconde, 1978

Catégorie professionnelle	Niveau de compétence		Langue seconde	
	N.	%	Anglais	Français
Haute direction	Supérieur (C)	378	34,7	264
	Intermédiaire (B)	705	64,7	812
	Minimal (A)	4	0,4	10
	Autres ^a	3	0,2	4
	Total	1 090	100,0	1 090
	Supérieur	1 380	25,0	724
	Intermédiaire	3 701	67,0	3 887
	Minimal	373	6,8	696
	Autres ^a	68	1,2	215
	Total	5 522	100,0	5 522
Scientifiques et spécialistes	Supérieur	3 043	18,9	2 577
	Intermédiaire	10 838	67,1	10 891
	Minimal	1 216	7,5	1 724
	Autres ^a	1 055	6,5	960
	Total	16 152	100,0	16 152
	Supérieur	336	13,3	179
	Intermédiaire	1 621	64,2	1 562
	Minimal	516	20,5	720
	Autres ^a	50	2,0	62
	Total	2 523	100,0	2 523
Techniciens	Supérieur	929	5,8	718
	Intermédiaire	8 289	52,0	7 563
	Minimal	5 530	34,7	6 720
	Autres ^a	1 180	7,5	927
	Total	15 928	100,0	15 928
	Supérieur	2	0,1	1
	Intermédiaire	240	12,1	215
	Minimal	973	48,9	997
	Autres ^a	774	38,9	776
	Total	1 989	100,0	1 989
Soutien administratif	Supérieur	2	0,1	1
	Intermédiaire	8 289	52,0	7 563
	Minimal	5 530	34,7	6 720
	Autres ^a	1 180	7,5	927
	Total	15 928	100,0	15 928
	Supérieur	929	5,8	718
	Intermédiaire	8 289	52,0	7 563
	Minimal	5 530	34,7	6 720
	Autres ^a	1 180	7,5	927
	Total	15 928	100,0	15 928
Exploitation	Supérieur	2	0,1	1
	Intermédiaire	240	12,1	215
	Minimal	973	48,9	997
	Autres ^a	774	38,9	776
	Total	1 989	100,0	1 989

^a Postes ne comportant aucune exigence en expression orale, ou comportant soit le niveau minimal (R), soit un niveau professionnel et technique (P).

Source : Secrétariat du Conseil du Trésor

Tableau 33

Postes bilingues, régions linguistiques et niveau de compétence requis en langue seconde (expression orale)

Répartition, en nombre et pourcentage, des postes bilingues par région linguistique et selon le niveau de compétence requis en langue seconde, 1978

Langue seconde	
Anglais	Français

Région linguistique ^a	Niveau de compétence	N.	%				
				Supérieur (C)	Intermédiaire (B)	Minimal (A)	Autres ^c
Unilingue à majorité anglaise ^d	Total	2 956	100,0	104	1 904	1 805	61,1
	Supérieur	104	1,9	186	14,9	439	6,3
	Intermédiaire	1 805	60,3	1 805	60,3	1 805	61,1
	Minimal	1 805	60,3	1 805	60,3	1 805	61,1
	Autres ^c	281	9,5	281	9,5	281	9,5
Unilingue à majorité française ^d	Total	5 573	100,0	104	1 904	1 805	61,1
	Supérieur	104	1,9	186	14,9	439	6,3
	Intermédiaire	3 067	55,0	1 805	60,3	1 805	61,1
	Minimal	1 627	29,2	1 805	60,3	1 805	61,1
	Autres ^c	775	13,9	281	9,5	281	9,5
Québec bilingue ^e	Total	5 573	100,0	104	1 904	1 805	61,1
	Supérieur	385	2,8	186	14,9	439	6,3
	Intermédiaire	7 493	54,9	1 805	60,3	1 805	61,1
	Minimal	3 627	26,6	1 805	60,3	1 805	61,1
	Autres ^c	2 145	15,7	281	9,5	281	9,5
Région de la capitale nationale	Total	13 650	100,0	104	1 904	1 805	61,1
	Supérieur	6 068	14,0	186	14,9	439	6,3
	Intermédiaire	25 394	58,8	1 805	60,3	1 805	61,1
	Minimal	8 612	19,9	1 805	60,3	1 805	61,1
	Autres ^c	3 130	7,3	281	9,5	281	9,5
Nouveau-Brunswick, Nord et Est de l'Ontario ^f	Total	43 204	100,0	104	1 904	1 805	61,1
	Supérieur	3 312	9,3	186	14,9	439	6,3
	Intermédiaire	1 901	56,7	1 805	60,3	1 805	61,1
	Minimal	613	18,3	1 805	60,3	1 805	61,1
	Autres ^c	528	15,7	281	9,5	281	9,5
Total				3 354	100,0	3 354	100,0

^aTelles que délimitées dans Les langues officielles dans la fonction publique du Canada—Déclarées de politiques.

^bRégions situées à l'extérieur du Québec.

^cPostes ne comportant aucune exigence en expression orale, ou comportant soit le niveau minimal (B), soit un niveau professionnel et technique (P).

^dLe Québec sauf les régions bilingues.

^eA l'exclusion de la Région de la capitale nationale.

Source : Secrétariat du Conseil du Trésor

Tableau 32

Catégorie Exploitation et Francophones			
Répartition, en nombre et pourcentage, des Francophones dans la catégorie Exploitation			
Ministère	Francophones ^a	N.	% ^b
Anglo.	+	Francos.	total
Ministère du Trésor	3	100,0	3
Justice	6	75,0	8
Industrie et Commerce	10	71,4	14
Ministères dont l'effectif est inférieur à 100 employés	31	70,5	44
Commission de la Fonction publique	17	65,4	26
Bureau du Conseil privé	10	62,5	16
Approvisionnement et Services	858	58,8	1 458
Expansion économique régionale	5	55,6	9
Emploi et Immigration	38	52,1	73
Agence canadienne de développement international	3	50,0	6
Conseil de la radiodiffusion et des télécommunications canadiennes	1	50,0	2
Sciences et Technologie	1	50,0	2
Secrétariat d'Etat	3	50,0	6
Musées nationaux du Canada	115	49,6	232
Affaires des anciens combattants	778	49,5	1 571
Statistique Canada	18	46,2	39
Archives publiques	14	37,8	37
Revenu Canada, Douanes et accise/impôt	90	36,3	248
Travail	2	33,3	6
Travaux publics	1 431	33,0	4 336
Service canadien des pénitenciers	1 918	32,3	5 939
Energie, Mines et Ressources	93	31,5	295
Consommation et Corporations	9	31,0	29
Affaires extérieures	57	29,1	196
Postes	13 989	29,1	48 008
Finances	2	25,0	8
Transports	1 114	23,5	4 736
Gendarmerie royale du Canada (civils)	74	19,4	382
Communications	14	18,4	76
Agriculture	269	17,9	1 501
Défense nationale (civils)	3 134	17,3	18 148
Affaires indiennes et du Nord canadien	242	13,8	1 754
Bibliothèque nationale	1	9,1	11
Santé nationale et Bien-être social	81	8,1	1 004
Pêches et Environnement	49	5,9	832
Commission canadienne des grains	11	2,9	385
Commission canadienne des transports	0	0,0	0
Commission de lutte contre l'inflation	0	0,0	0
Cour fédérale	0	0,0	0
Office de l'établissement agricole des anciens combattants	0	0,0	33
Office national de l'énergie	0	0,0	2
Solliciteur général	0	0,0	2

Le pourcentage des Francophones a été établi à partir du nombre des employés dont la première langue officielle est indiquée sur les documents de paye.

Source : Ministère des Approvisionnements et Services

Tableau 31

Catégorie Soutien administratif et Francophones

Répartition, en nombre et pourcentage, des Francophones dans la catégorie Soutien administratif, selon le ministère, 1978

Ministère	Francophones ^a	N.	% ^b	Anglo. + Franco. ^a	Effectif total de la catégorie
Commission de lutte contre l'inflation	2	100,0	2	2	167
Cour fédérale	1	100,0	1	1	75
Secrétariat d'Etat	742	70,3	1 056	805	1 107
Commission de la Fonction publique	539	67,0	805	852	
Conseil de la radiodiffusion et des télécommunications canadiennes	100	64,9	154	166	
Agence canadienne de développement international	208	57,6	361	378	
Conseil du Trésor	122	57,0	214	225	
Ministères dont l'effectif est inférieur à 100 employés	155	56,6	274	409	
Bureau du Conseil privé	79	52,3	151	153	
Sciences et Technologie	22	50,0	44	46	
Finances	110	49,5	222	245	
Consommation et Corporations	388	45,4	854	871	
Bibliothèque nationale	89	41,4	215	220	
Archives publiques	122	39,9	306	315	
Commission nationale des libérations conditionnelles	59	39,1	151	152	
Solliciteur général	30	39,0	77	90	
Statistique Canada	866	37,9	2 282	2 476	
Approvisionnement et Services	1 858	36,8	5 044	5 209	
Musées nationaux du Canada	68	36,8	185	189	
Postes	919	36,5	2 520	2 834	
Emploi et Immigration	3 245	34,9	9 295	11 733	
Expansion économique régionale	136	34,4	395	455	
Commission canadienne des transports	108	34,0	318	325	
Affaires extérieures	555	33,8	1 643	1 699	
Communications	184	32,3	570	635	
Service canadien des pénitenciers	437	31,7	1 380	1 434	
Travail	82	31,3	262	268	
Justice	126	29,7	424	447	
Revenu Canada, Douanes et accise/impôt	2 375	29,0	8 194	9 108	
Affaires des anciens combattants	305	27,5	1 109	1 271	
Santé nationale et Bien-être social	839	25,9	3 236	3 762	
Affaires urbaines	1	25,0	4	62	
Transports	578	24,5	2 363	3 323	
Travaux publics	320	23,4	1 367	1 448	
Pêches et Environnement	428	22,9	1 867	2 095	
Industrie et Commerce	164	22,6	727	752	
Affaires indiennes et du Nord canadien	385	22,4	1 720	2 193	
Agriculture	348	21,7	1 602	1 743	
Office national de l'énergie	23	21,7	106	107	
Office de l'énergie	1 474	19,0	7 748	8 636	
Gendarmerie royale du Canada (civils)	442	18,9	2 342	2 721	
Energie, Mines et Ressources	129	17,7	730	783	
Assurances	10	16,9	59	62	
Commission canadienne des pensions	35	15,8	222	251	
Office de l'établissement agricole des anciens combattants	11	8,4	131	135	
Bureau des services juridiques des pensions combattants	6	8,3	72	87	
Commission canadienne des grains	9	6,6	137	146	
Rétablissement agricole des Prairies	0	0,0	30	100	

^a Première langue officielle.

^b Le pourcentage des Francophones a été établi à partir du nombre des employés dont la première

Source : Ministère des Approvisionnements et Services

Tableau 30

Catégorie Techniciens et Francophones

Répartition, en nombre et pourcentage, des Francophones dans la catégorie Techniciens, le ministère, 1978

Ministère	N.	%	Francophones ^a		Anglo. + Franco. ^a	total caté.
			Anglo.	Franco.		
Secrétariat d'Etat	20	71,4	28			28
Commission de la Fonction publique	122	66,3	184			306
Agence canadienne de développement international	7	58,3	12			19
Bureau du Conseil privé	1	50,0	2			3
Ministères dont l'effectif est inférieur à 100 employés	3	50,0	6			9
Conseil de la radiodiffusion et des télécommunications canadiennes	7	46,7	15			22
Conseil du Trésor	6	46,2	13			19
Revenu Canada, Douanes et accise/impôt	12	35,3	34			46
Finances	13	34,2	38			51
Justice	13	34,2	38			51
Postes	48	33,8	142			190
Solliciteur général	1	33,3	3			4
Statistique Canada	238	33,1	720			958
Archives publiques	38	33,0	115			153
Expansion économique régionale	11	32,4	34			45
Industrie et Commerce	16	26,7	60			76
Emploi et Immigration	14	26,4	53			67
Consommation et Corporations	134	25,5	526			660
Approvisionnement et Services	28	25,0	112			140
Service canadien des pénitenciers	55	24,3	226			281
Bibliothèque nationale	9	23,7	38			47
Travaux publics	235	21,7	1 082			1 317
Communications	130	20,6	632			762
Energie, Mines et Ressources	214	19,9	1 074			1 288
Agriculture	664	19,8	3 348			4 012
Défense nationale (civils)	527	19,8	2 667			3 194
Affaires des anciens combattants	10	17,5	57			67
Santé nationale et Bien-être social	121	17,5	691			812
Affaires extérieures	18	17,0	106			124
Transports	1 075	15,8	6 814			7 889
Musées nationaux du Canada	37	14,7	252			289
Affaires indiennes et du Nord canadien	135	14,3	946			1 081
Gendarmerie royale du Canada (civils)	7	12,3	57			64
Pêches et Environnement	427	11,0	3 884			4 311
Travail	3	9,7	31			34
Office national de l'énergie	3	9,1	33			36
Commission canadienne des transports	6	8,7	69			75
Commission canadienne des grains	13	4,0	328			341
Affaires urbaines	0	0,0	0			0
Bureau des services juridiques des pensions	0	0,0	1			1
Commission de lutte contre l'inflation	0	0,0	0			0
Sciences et Technologie	0	0,0	5			5

^a Première langue officielle.

Le pourcentage des Francophones a été établi à partir du nombre des employés dont la première langue officielle est indiquée sur les documents de paye.

Source : Ministère des Approvisionnements et Services

Tableau 29

Catégorie Administration et service extérieur et Francophones

Répartition, en nombre et pourcentage, des Francophones de la catégorie Administration et service extérieur^a, selon le ministère, 1978

Ministère	N.	%	Francophones ^b		Effectif total de la catégorie
			Anglo.	+ Franco.	
Affaires urbaines	1	100,0	1		46
Commission de lutte contre l'inflation	3	75,0		4	199
Secrétariat d'Etat	1 344	69,3	1 938		1 984
Commission de la Fonction publique	351	47,3		742	791
Agence canadienne de développement international	205	44,1		465	494
Conseil de la radiodiffusion et des télécommunications canadiennes	76	43,9		173	179
Ministères dont l'effectif est inférieur à 100 employés	92	40,5		227	309
Commission nationale des libérations conditionnelles	29	37,7		77	77
Finances	30	32,6		92	111
Postes	722	31,0		2 331	2 442
Bureau du Conseil privé	21	30,0		70	71
Emploi et Immigration	2 921	29,8	9 799		10 879
Service canadien des pénitenciers	472	29,1	1 620		1 666
Archives publiques	32	28,6		112	113
Communications	107	28,6		374	394
Statistique Canada	180	28,2		638	657
Expansion économique régionale	129	27,9		463	519
Musées nationaux du Canada	52	27,8		187	190
Commission canadienne des transports	58	27,0		215	220
Affaires extérieures	259	26,4		980	1 012
Consommation et Corporations	164	24,7		665	673
Solliciteur général	16	24,6		65	79
Justice	12	24,0		50	54
Approvisionnement et Services	665	23,1	2 885		2 934
Sciences et Technologie	14	23,0		61	62
Conseil du Trésor	75	22,8		329	349
Revenu Canada, Douanes et accise/impôt	2 575	22,7	11 340		11 738
Bibliothèque nationale	5	21,7		23	25
Travaux publics	231	21,3		1 087	1 131
Santé nationale et Bien-être social	260	20,9	1 247		1 366
Travail	59	19,6	301		305
Pêches et Environnement	214	19,3	1 106		1 216
Affaires des anciens combattants	103	18,9		546	579
Transports	303	18,5	1 642		2 118
Gendarmerie royale du Canada (civils)	26	17,7		147	165
Energie, Mines et Ressources	53	17,5		303	318
Agriculture	119	17,3		688	720
Défense nationale (civils)	253	17,2	1 467		1 563
Affaires indiennes et du Nord canadien	326	16,7	1 953		2 276
Industrie et Commerce	211	16,4	1 288		1 359
Assurances	16	14,5	110		112
Commission canadienne des pensions	4	13,8	29		31
Office national de l'énergie	6	10,5		57	59
Office de l'établissement agricole des anciens combattants	4	3,8	106		106
Commission canadienne des grains	1	3,7		27	27
Bureau des services juridiques des pensions	0	0,0		5	7
Cour fédérale	0	0,0		0	47

^a Les Francophones des groupes et niveaux de cette catégorie assimilés à la Haute direction sont également comptés dans le tableau 27.

^b Première langue officielle.

Source : Ministère des Approvisionnements et Services

^c Le pourcentage des Francophones a été établi à partir du nombre des employés dont la première langue officielle est indiquée sur les documents de paye.

Tableau 28

Catégorie Scientifiques et spécialistes et Francophones

Repartition, en nombre et pourcentage, des Francophones, dans la catégorie Scientifiques et spécialistes, selon le ministère, 1978

Ministère	N.	%	Francophones ^a	Anglo.	Effectif total de catégories
Commission de la Fonction publique	999	82,1	1 217	1 217	1 251
Assurances	7	41,2	7	2	9
Bureau du Conseil privé	2	33,3	6	6	12
Conseil du Trésor	19	32,8	58	48	106
Agence canadienne de développement international	15	31,3	48	48	96
Service canadien des pénitenciers	143	29,9	478	56	534
Expansion économique régionale	17	26,6	64	7	71
Archives publiques	25	25,8	97	10	107
Approvisionnement et Services	83	25,4	327	32	359
Ministères dont l'effectif est inférieur à 100 employés	3	25,0	12	4	16
Emploi et Immigration	49	24,7	198	21	219
Secrétariat d'Etat	9	24,3	37	3	40
Revenu Canada, Douanes et accise/impôt	633	23,3	2 712	2 74	2 985
Justice	102	22,9	445	49	494
Défense nationale (civils)	319	21,9	1 458	1 56	1 724
Affaires des anciens combattants	128	20,5	624	71	695
Finances	40	19,5	205	22	227
Bibliothèque nationale	31	18,7	166	17	183
Gendarmerie royale du Canada (civils)	1	16,7	6	60	66
Solliciteur général	5	15,2	33	3	36
Affaires indiennes et du Nord canadien	265	13,9	1 912	2 42	2 677
Agriculture	296	13,9	2 133	2 19	2 429
Statistique Canada	105	13,9	754	76	830
Conseil de la radiodiffusion et des télécommunications canadiennes	4	13,3	30	3	33
Affaires extérieures	4	12,9	31	3	34
Musées nationaux du Canada	13	12,9	101	10	111
Santé nationale et Bien-être social	236	12,9	1 834	2 22	2 460
Bureau des services juridiques des pensions	4	11,8	34	3	37
Commission canadienne des transports	20	11,6	173	17	190
Communications	35	11,5	305	3	308
Industrie et Commerce	7	11,1	63	7	70
Transports	71	11,1	639	7	646
Consommation et Corporations	28	10,6	263	28	291
Postes	8	9,1	88	9	97
Travail	4	8,2	49	4	53
Commission canadienne des pensions	3	7,7	39	3	42
Pêches et Environnement	210	7,5	2 798	2 99	3 208
Energie, Mines et Ressources	64	6,0	1 065	1 09	1 194
Office national de l'énergie	6	5,1	118	1	119
Affaires urbaines	0	0,0	0	0	0
Commission canadienne des grains	0	0,0	0	0	0
Commission de lutte contre l'inflation	0	0,0	0	0	0
Commission nationale des libérations conditionnelles	0	0,0	0	0	0
Cour fédérale	0	0,0	0	0	0
Rétablissement agricole des Prairies	0	0,0	35	3	38
Sciences et Technologie	0	0,0	12	1	13

^a Les Francophones des groupes et niveaux de cette catégorie assimilés à la « Haute direction » sont également comptés dans le tableau 27.

Source : Ministère des Approvisionnements et Services

Tableau 27

Groupes et niveaux assimilés à la catégorie Haute direction et Francophones
Répartition, en nombre et pourcentage, des Francophones occupant des postes dans des groupes et à des niveaux assimilés à la catégorie Haute direction, selon le ministère, 1978

Ministère	N.	%	Effectif total des assimilés
Commission de la Fonction publique	1	100,0	1
Emploi et Immigration	1	50,0	2
Expansion économique régionale	2	40,0	5
Musées nationaux du Canada	2	40,0	5
Consommation et Corporations	1	33,3	3
Affaires extérieures	12	18,5	65
Affaires indiennes et du Nord canadien	1	16,7	6
Revenu Canada, Douanes et accise/impôt	1	16,7	6
Justice	6	14,3	42
Statistique Canada	3	12,5	24
Santé nationale et Bien-être social	4	6,4	63
Agriculture	3	6,3	48
Pêches et Environnement	2	3,9	51
Affaires des anciens combattants	0	0,0	1
Archives publiques	0	0,0	1
Commission canadienne des pensions	0	0,0	2
Commission canadienne des transports	0	0,0	3
Commission des relations de travail de la Fonction publique	0	0,0	2
Commission nationale des libérations conditionnelles	0	0,0	1
Communications	0	0,0	6
Conseil de la radiodiffusion et des télécommunications canadiennes	0	0,0	4
Défense nationale (civils)	0	0,0	4
Energie, Mines et Ressources	0	0,0	28
Finances	0	0,0	1
Industrie et Commerce	0	0,0	26
Ministères dont l'effectif est inférieur à 100 employés	0	0,0	2
Office national de l'énergie	0	0,0	5
Sciences et Technologie	0	0,0	1
Service canadien des pénitenciers	0	0,0	1
Solliciteur général	0	0,0	1
Transports	0	0,0	4
Travaux publics	0	0,0	10

*Selon la déclaration du titulaire.

Tableau 26

Catégorie Haute direction et Francophones

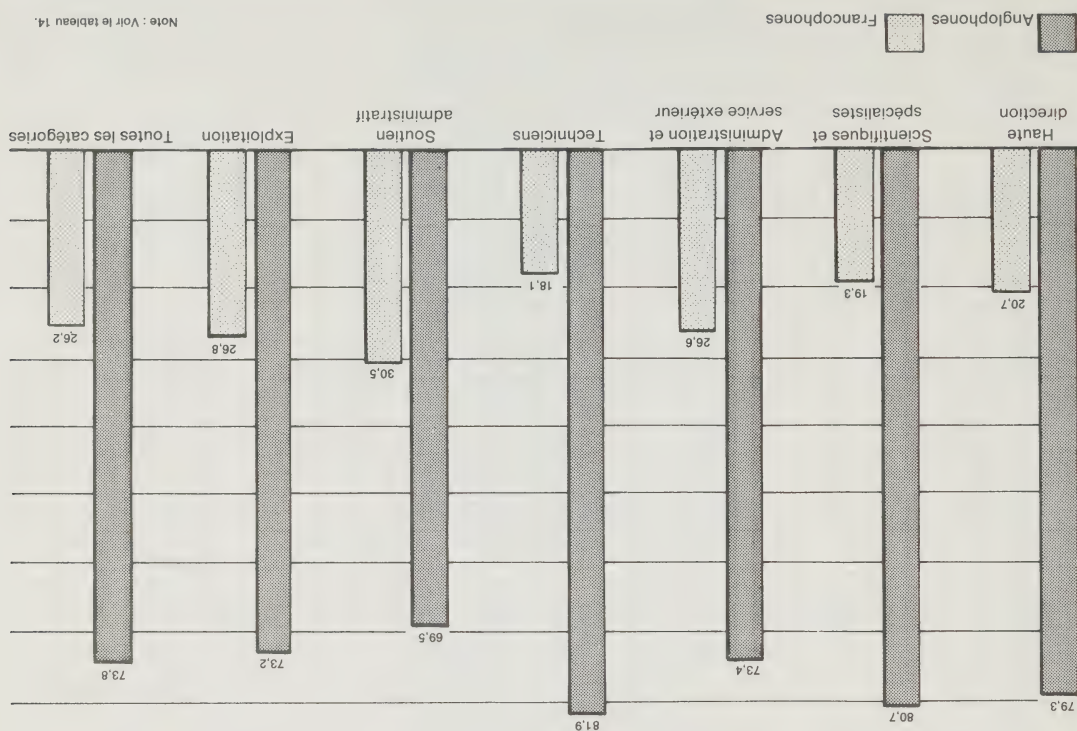
Répartition, en nombre et pourcentage, des Francophones dans la catégorie Haute direction selon le ministère, 1978

Ministère	Effectif total c)	Francophones ^a
Secrétariat d'Etat	16	59,3
Archives publiques	1	50,0
Commission nationale des libérations conditionnelles	1	50,0
Agence canadienne de développement international	14	43,8
Ministères dont l'effectif est inférieur à 100 employés	14	35,0
Transports	26	28,9
Commission de la Fonction publique	9	28,1
Affaires urbaines	4	26,7
Conseil du Trésor	24	26,7
Service canadien des pénitenciers	6	26,1
Emploi et Immigration	21	25,3
Communications	9	25,0
Conseil de la radiodiffusion et des télécommunications canadiennes	2	25,0
Travail	4	25,0
Santé nationale et Bien-être social	13	23,6
Expansion économique régionale	10	22,7
Solliciteur général	2	20,0
Approvisionnement et Services	13	18,6
Postes	7	18,0
Revenu Canada, Douanes et accise/Impôt	10	16,9
Commission des relations de travail de la Fonction publique	1	16,7
Travaux publics	8	16,3
Agriculture	5	16,1
Consommation et Corporations	5	16,1
Affaires indiennes et du Nord canadien	10	15,6
Commission canadienne des transports	2	15,4
Statistique Canada	4	15,4
Industrie et Commerce	13	15,3
Pêches et Environnement	11	13,4
Office national de l'énergie	1	12,5
Bureau du Conseil privé	3	11,5
Affaires extérieures	1	11,1
Sciences et Technologie	2	10,5
Finances	4	9,5
Energie, Mines et Ressources	3	9,1
Défense nationale (civils)	2	8,3
Affaires des anciens combattants	0	0,0
Assurances	0	0,0
Commission de lutte contre l'inflation	0	0,0
Commission du tarif	0	0,0
Justice	0	0,0
Musées nationaux du Canada	0	0,0

^aComprend 110 employés qui étaient en congé ou nommés à titre provisoire. Plusieurs membres de la Haute direction sont détachés auprès d'autres ministères; cependant, les données tiennent compte de leur ministère d'origine.

^bSelon la déclaration du titulaire.

répartition, en pourcentage, des employés selon la catégorie professionnelle et le groupe linguistique, 1978



Note : Voir le tableau 14.

Tableau 25

Catégorie Exploitation et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie Exploitation, selon le

Catégorie	Femmes	N.	%	Total/ caté.
Ministère				
Santé nationale et Bien-être social	652	54,7		1
Office de l'établissement agricole des anciens combattants	17	50,0		1
Affaires des anciens combattants	648	37,8		1
Approvisionnement et Services	411	27,0		1
Gendarmerie royale du Canada (civils)	108	25,2		
Justice	2	25,0		
Postes	13 618	24,6		55
Ministères dont l'effectif est inférieur à 100 employés	11	18,6		
Affaires indiennes et du Nord canadien	357	15,4		2
Bureau du Conseil privé	2	12,5		
Emploi et Immigration	10	11,5		
Travaux publics	515	11,5		4
Défense nationale (civils)	2 236	10,8		20
Bibliothèque nationale	1	9,1		
Musées nationaux du Canada	20	8,5		
Agriculture	85	5,3		1
Revenu Canada, Douanes et accise/impôt	12	4,7		
Archives publiques	1	2,7		
Pêches et Environnement	24	2,4		1
Service canadien des pénitenciers	138	2,3		6
Affaires extérieures	3	1,5		
Commission canadienne des grains	6	1,4		
Transports	54	0,9		5
Energie, Mines et Ressources	1	0,3		
Agence canadienne de développement international	0	0,0		
Commission canadienne des transports	0	0,0		
Commission de la Fonction publique	0	0,0		
Commission de lutte contre l'inflation	0	0,0		
Communications	0	0,0		
Conseil de la radiodiffusion et des télécommunications canadiennes	0	0,0		
Conseil du Trésor	0	0,0		
Consommation et Corporations	0	0,0		
Cour fédérale	0	0,0		
Expansion économique régionale	0	0,0		
Finances	0	0,0		
Industrie et Commerce	0	0,0		
Office national de l'énergie	0	0,0		
Sciences et Technologie	0	0,0		
Secrétariat d'État	0	0,0		
Solliciteur général	0	0,0		
Statistique Canada	0	0,0		
Travail	0	0,0		
Source : Ministère des Approvisionnements et Services				

Tableau 24

Catégorie Soutien administratif et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie Soutien administratif, selon le ministère, 1978

Ministère	N.	%	Femmes	Effectif total de la catégorie
Sciences et Technologie	43	93,5		46
Gendarmerie royale du Canada (civils)	2 531	93,0		2 721
Justice	409	91,5		447
Affaires urbaines	56	90,3		62
Conseil du Trésor	203	90,2		225
Office national de l'énergie	96	89,7		107
Secrétariat d'État	984	88,9		1 107
Commission de la Fonction publique	742	87,1		852
Commission nationale des libérations conditionnelles	132	86,8		152
Industrie et Commerce	651	86,6		752
Communications	548	86,3		635
Finances	211	86,1		245
Expansion économique régionale	388	85,3		455
Agriculture	1 481	85,0		1 743
Musées nationaux du Canada	160	84,7		189
Travail	225	84,0		268
Affaires indiennes et du Nord canadien	1 835	83,7		2 193
Service canadien des pénitenciers	1 191	83,1		1 434
Consommation et Corporations	719	82,5		871
Agence canadienne de développement international	311	82,3		378
Ministères dont l'effectif est inférieur à 100 employés	336	82,2		409
Santé nationale et Bien-être social	3 050	81,1		3 762
Bibliothèque nationale	178	80,9		220
Emploi et Immigration	9 492	80,9		11 733
Commission canadienne des grains	118	80,8		146
Postes	2 291	80,8		2 834
Solliciteur général	72	80,0		90
Bureau du Conseil privé	122	79,7		153
Défense nationale (civils)	6 875	79,6		8 636
Revenu Canada, Douanes et accise/Impôt	7 249	79,6		9 108
Commission canadienne des transports	257	79,1		325
Assurances	49	79,0		62
Commission de lutte contre l'inflation	132	79,0		167
Commission canadienne des pensions	198	78,9		251
Conseil de la radiodiffusion et des télécommunications canadiennes	130	78,3		166
Pêches et Environnement	1 633	77,9		2 095
Rétablissement agricole des Prairies	77	77,0		100
Énergie, Mines et Ressources	595	76,0		783
Bureau des services juridiques des pensions	66	75,9		87
Travaux publics	1 086	75,0		1 448
Statistique Canada	1 808	73,0		2 476
Transports	2 415	72,7		3 323
Approvisionnement et Services	3 709	71,2		5 209
Affaires des anciens combattants	885	69,6		1 271
Cour fédérale	51	68,0		75
Office de l'établissement agricole des anciens combattants	91	67,4		135
Affaires extérieures	1 053	62,0		1 699
Archives publiques	179	56,8		315

Source : Ministère des Approvisionnements et Services

Tableau 23

Catégorie Techniciens et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie Techniciens, selon le ministère, 1978

Ministère	N.	%	Femmes	total cat.
Bureau des services juridiques des pensions	1	100,0		
Sciences et Technologie	5	100,0		
Bibliothèque nationale	33	86,8		
Affaires urbaines	3	75,0		
Secrétariat d'Etat	21	75,0		
Affaires des anciens combattants	46	73,0		
Bureau du Conseil privé	2	66,7		
Solliciteur général	2	66,7		
Justice	24	63,2		
Commission de lutte contre l'inflation	15	57,7		
Conseil du Trésor	7	53,8		
Travail	16	51,6		
Finances	18	46,2		
Ministères dont l'effectif est inférieur à 100 employés	8	44,4		
Emploi et Immigration	24	42,1		
Santé nationale et Bien-Etre social	303	39,5		
Statistique Canada	276	37,9		
Archives publiques	43	36,4		
Gendarmerie royale du Canada (civils)	22	36,1		
Expansion économique régionale	12	34,3		
Commission de la Fonction publique	61	32,6		
Office national de l'énergie	11	31,4		
Agence canadienne de développement international	4	30,8		
Revenu Canada, Douanes et accise/impôt	10	29,4		
Industrie et Commerce	17	28,3		
Musées nationaux du Canada	63	24,9		
Affaires indiennes et du Nord canadien	258	22,1		
Service canadien des pénitenciers	48	20,3		
Conseil de la radiodiffusion et des télécommunications canadiennes	3	18,8		
Approvisionnement et Services	17	14,9		
Agriculture	475	13,5		
Commission canadienne des transports	9	12,9		
Energie, Mines et Ressources	111	10,1		
Affaires extérieures	10	9,4		
Commission canadienne des grains	27	7,9		
Pêches et Environnement	321	7,6		
Communications	33	5,1		
Postes	8	4,9		
Consommation et Corporations	20	3,8		
Défense nationale (civils)	103	3,7		
Travaux publics	40	3,5		
Transports	175	2,2		
Services				

Source : Ministère des Approvisionnements et Services

Tableau 22

Catégorie Administration et service extérieur et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie Administration et service extérieur, selon le ministère, 1978

Ministère	N.	%	Femmes		Effectif total de la catégorie
Secrétariat d'État	1 002	50,5	1 984		
Musées nationaux du Canada	84	44,2	190		
Bibliothèque nationale	11	44,0	25		
Justice	23	42,6	54		
Gendarmerie royale du Canada (civils)	67	40,6	165		
Commission nationale des libérations conditionnelles	31	40,3	77		
Commission de la Fonction publique	303	38,3	791		
Finances	38	34,2	111		
Santé nationale et Bien-être social	464	34,0	1 366		
Sciences et Technologie	21	33,9	62		
Commission de lutte contre l'inflation	66	33,2	199		
Bureau du Conseil privé	23	32,4	71		
Commission canadienne des pensions	10	32,3	31		
Consommation et Corporations	203	30,2	673		
Emploi et Immigration	3 190	29,3	10 879		
Solliciteur général	23	29,1	79		
Ministères dont l'effectif est inférieur à 100 employés	88	28,5	309		
Affaires urbaines	13	28,3	46		
Communications	108	27,4	394		
Conseil de la radiodiffusion et des télécommunications canadiennes	46	25,7	179		
Office national de l'énergie	15	25,4	59		
Travail	76	24,9	305		
Conseil du Trésor	85	24,4	349		
Affaires indiennes et du Nord canadien	553	24,3	2 276		
Energie, Mines et Ressources	77	24,2	318		
Statistique Canada	157	23,9	657		
Agence canadienne de développement international	109	22,1	494		
Approvisionnement et Services	637	21,7	2 934		
Commission canadienne des transports	47	21,4	220		
Pêches et Environnement	251	20,6	1 216		
Revenu Canada, Douanes et accise/impôt	2 398	20,4	11 738		
Agriculture	133	18,5	720		
Affaires des anciens combattants	103	17,8	579		
Transports	365	17,2	2 118		
Assurances	19	17,0	112		
Cour fédérale	8	17,0	47		
Service canadien des pénitenciers	278	16,7	1 666		
Défense nationale (civils)	241	15,4	1 563		
Travaux publics	174	15,4	1 131		
Expansion économique régionale	78	15,0	519		
Archives publiques	16	14,2	113		
Affaires extérieures	129	12,7	1 012		
Industrie et Commerce	172	12,7	1 359		
Postes	199	8,1	2 442		
Commission canadienne des grains	2	7,4	27		
Office de l'établissement agricole des anciens combattants	5	4,7	106		
Bureau des services juridiques des pensions	0	0,0	7		

^a Les femmes des groupes et niveaux de cette catégorie assimilés à la « Haute direction » sont également comptés dans le tableau 20.

Source : Ministère des Approvisionnements et Services

Tableau 21

Catégorie Scientifiques et spécialistes et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie Scientifiques et spécialistes

Ministère	Femmes	N.	%
Cour fédérale	1	100,0	
Affaires des anciens combattants	603	84,8	
Bibliothèque nationale	112	65,9	
Santé nationale et Bien-être social	1 174	53,1	
Commission de la Fonction publique	649	51,8	
Gendarmerie royale du Canada (civils)	3	50,0	
Affaires indiennes et du Nord canadien	964	39,7	
Affaires extérieures	12	38,7	
Commission nationale des libérations conditionnelles	1	33,3	
Secrétariat d'Etat	12	31,6	
Solliciteur général	11	31,4	
Archives publiques	28	27,7	
Musées nationaux du Canada	27	26,7	
Sciences et Technologie	3	25,0	
Service canadien des pénitenciers	125	25,0	
Industrie et Commerce	15	21,1	
Statistique Canada	156	20,4	
Conseil du Trésor	12	19,0	
Justice	90	18,4	
Bureau du Conseil privé	1	16,7	
Défense nationale (civils)	265	16,7	
Emploi et Immigration	34	15,9	
Finances	31	14,3	
Ministères dont l'effectif est inférieur à 100 employés	6	14,3	
Expansion économique régionale	10	13,7	
Commission canadienne des grains	3	13,6	
Affaires urbaines	5	13,2	
Commission canadienne des pensions	5	12,2	
Conseil de la radiodiffusion et des télécommunications canadiennes	3	8,6	
Bureau des services juridiques des pensions	3	8,3	
Agence canadienne de développement international	4	8,2	
Postes	7	7,8	
Consommation et Corporations	20	7,5	
Office national de l'énergie	9	7,3	
Commission canadienne des transports	12	6,9	
Agriculture	133	6,1	
Energie, Mines et Ressources	67	6,1	
Travail	3	6,1	
Pêches et Environnement	175	5,9	
Approvisionnement et Services	18	5,5	
Commission de lutte contre l'inflation	1	5,0	
Communications	14	4,4	
Revenu Canada, Douanes et accise/impôt	111	4,0	
Transports	28	3,5	
Travaux publics	17	2,8	
Assurances	0	0,0	
Hébergement agricole des Prairies	0	0,0	

« Les femmes des groupes et niveaux de cette catégorie assimilés à la Haute direction sont également comptés dans le tableau 20.

Source : Ministère des Approvisionnements et Services

Tableau 20

Groupes et niveaux assimilés à la catégorie Haute direction et femmes

Répartition, en nombre et pourcentage, des femmes occupant des postes dans des groupes et à des niveaux assimilés à la catégorie Haute direction, selon le ministère, 1978

Ministère	Femmes		Effectif total des assimilés
	N.	%	
Musées nationaux du Canada	1	20,0	5
Justice	2	4,8	42
Statistique Canada	1	4,2	24
Santé nationale et Bien-être social	2	3,2	63
Affaires des anciens combattants	0	0,0	1
Affaires extérieures	0	0,0	65
Affaires indiennes et du Nord canadien	0	0,0	6
Agriculture	0	0,0	48
Archives publiques	0	0,0	1
Commission canadienne des pensions	0	0,0	2
Commission canadienne des transports	0	0,0	3
Commission de la Fonction publique	0	0,0	1
Commission des relations de travail de la Fonction publique	0	0,0	2
Commission nationale des libérations conditionnelles	0	0,0	1
Communications	0	0,0	6
Conseil de la radiodiffusion et des télécommunications canadiennes	0	0,0	4
Consommation et Corporations	0	0,0	3
Défense nationale (civils)	0	0,0	4
Emploi et Immigration	0	0,0	2
Énergie, Mines et Ressources	0	0,0	28
Expansion économique régionale	0	0,0	5
Finances	0	0,0	1
Industrie et Commerce	0	0,0	26
Ministères dont l'effectif est inférieur à 100 employés	0	0,0	2
Office national de l'énergie	0	0,0	5
Pêches et Environnement	0	0,0	51
Revenu Canada, Douanes et accise/Impôt	0	0,0	6
Sciences et Technologie	0	0,0	1
Service canadien des pénitenciers	0	0,0	1
Solliciteur général	0	0,0	1
Transports	0	0,0	4
Travaux publics	0	0,0	10

Tableau 19

Catégorie Haute direction et femmes

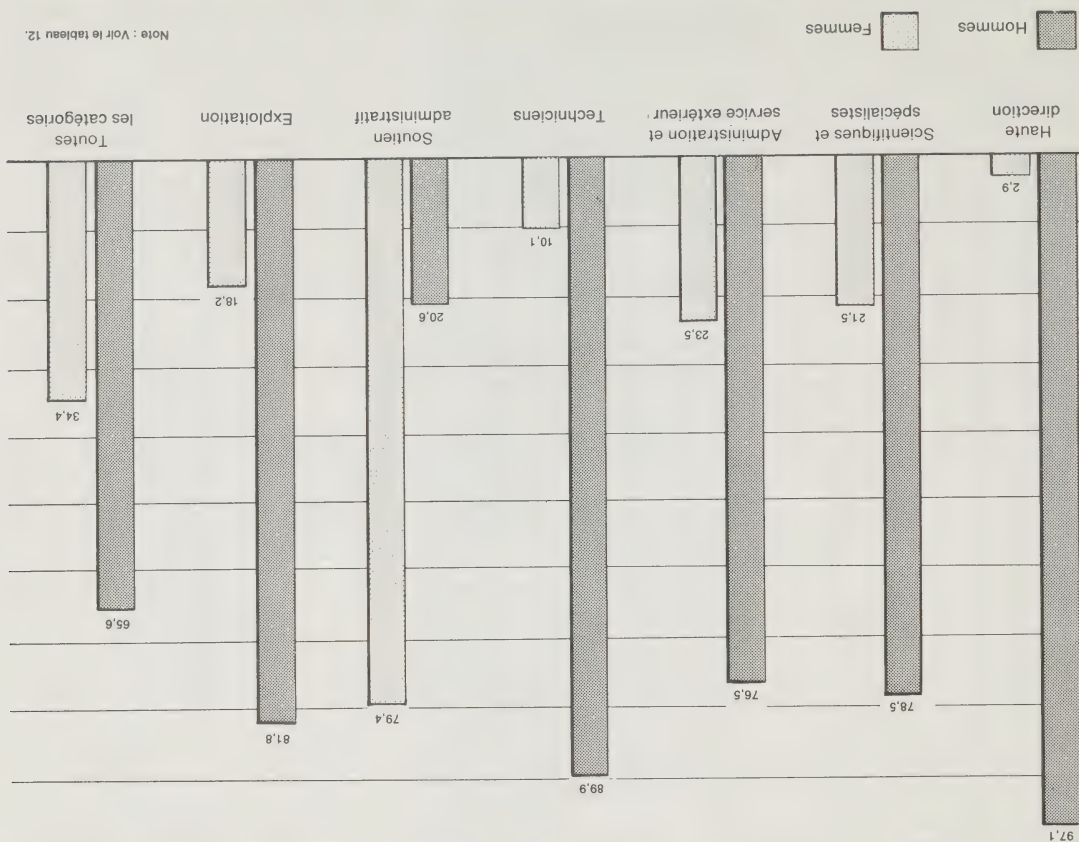
Répartition, en nombre et pourcentage, des femmes dans la catégorie Haute direction*, se

Ministère	N.	%	total	Éti
Commission des relations de travail de la Fonction publique	1	16,7		Femmes
Conseil de la radiodiffusion et des télécommunications canadiennes	1	12,5		
Sciences et Technologie	2	10,5		
Conseil du Trésor	9	10,0		
Ministères dont l'effectif est inférieur à 100 employés	4	10,0		
Affaires des anciens combattants	1	8,3		
Santé nationale et Bien-être social	4	7,3		
Consommation et Corporations	2	6,5		
Commission de lutte contre l'inflation	1	6,3		
Finances	2	4,8		
Expansion économique régionale	2	4,5		
Statistique Canada	1	3,8		
Secrétariat d'État	1	3,7		
Affaires indiennes et du Nord canadien	2	3,1		
Commission de la Fonction publique	1	3,1		
Communications	1	2,8		
Emploi et Immigration	2	2,4		
Approvisionnement et Services	1	1,4		
Industrie et Commerce	1	1,2		
Pêches et Environnement	1	1,2		
Affaires extérieures	0	0,0		
Affaires urbaines	0	0,0		
Agence canadienne de développement international	0	0,0		
Agriculture	0	0,0		
Archives publiques	0	0,0		
Assurances	0	0,0		
Bureau du Conseil privé	0	0,0		
Commission canadienne des transports	0	0,0		
Commission du tarif	0	0,0		
Commission nationale des libérations conditionnelles	0	0,0		
Défense nationale (civils)	0	0,0		
Énergie, Mines et Ressources	0	0,0		
Justice	0	0,0		
Musées nationaux du Canada	0	0,0		
Office national de l'énergie	0	0,0		
Postes	0	0,0		
Revenu Canada, Douanes et accise/impôt	0	0,0		
Service canadien des pénitenciers	0	0,0		
Solliciteur général	0	0,0		
Transports	0	0,0		
Travail	0	0,0		
Travaux publics	0	0,0		

*Comprend 110 employés qui étaient en congé ou nommés à titre provisoire. Plusieurs membres de la Haute direction sont détachés auprès d'autres ministères; cependant, les données tiennent compte de leur ministère d'origine.

répartition professionnelle et sexe

répartition en pourcentage, des employés selon la catégorie professionnelle et le sexe, 1978



Note : Voir le tableau 12.

Tableau 18

Catégorie Haute direction, groupes et niveaux assimilés et groupe linguistique											
Répartition, en nombre et pourcentage, des membres de la Haute direction, selon le niveau et le sexe, et des assimilés, selon le sexe, 1977 et 1978											
1977						1978					
Haute direction (SX)			Hommes			Hommes			Femmes		
et assimilés	N.	%	N.	%	N.	%	N.	%	N.	%	N.
SX 1	633	96,1	26	3,9	659	100,0	655	96,6	23	3,4	678
SX 2	474	98,1	9	1,9	483	100,0	480	97,6	12	2,4	492
SX 3	166	98,2	3	1,8	169	100,0	169	97,1	5	2,9	174
SX 4	13	100,0	0	0,0	13	100,0	12	100,0	0	0,0	12
Total ^b	1 286	97,1	38	2,9	1 324	100,0	1 316	97,1	40	2,9	1 356
Assimilés	466	97,9	10	2,1	476	100,0	418	98,6	6	1,4	424
Grand total	1 752	97,3	48	2,7	1 800	100,0	1 734	97,4	46	2,6	1 780

Comprend 101 employés en 1977 et 110 en 1978 qui étaient en congé ou nommés à titre provisoire. Comprend, en 1977, 18 SX (17 hommes et 1 femme) du Bureau du Vérificateur général.

Catégorie Haute direction, groupes et niveaux assimilés et groupe linguistique											
Répartition, en nombre et pourcentage, des membres de la Haute direction, selon le niveau et le groupe linguistique et des assimilés, selon le groupe linguistique, 1977 et 1978											
1977						1978					
Haute direction (SX)			Anglophones ^a			Anglophones ^a			Francophones ^a		
et assimilés	N.	%	N.	%	N.	%	N.	%	N.	%	N.
SX 1	523	79,4	136	20,6	659	100,0	532	78,5	146	21,5	678
SX 2	387	80,1	96	19,9	483	100,0	402	81,7	90	18,3	492
SX 3	127	75,1	42	24,9	169	100,0	131	75,3	43	24,7	174
SX 4	9	69,2	4	30,8	13	100,0	10	83,3	2	16,7	12
Total ^b	1 046	79,0	278	21,0	1 324	100,0	1 075	79,3	281	20,7	1 356
Assimilés	431	90,5	45	9,5	476	100,0	385	90,8	39	9,2	424
Grand total	1 477	82,1	323	17,9	1 800	100,0	1 460	82,0	320	18,0	1 780

Selon la déclaration de l'intéressé.
Comprend 101 employés en 1977 et 110 en 1978 qui étaient en congé ou nommés à titre provisoire. Comprend, en 1977, 18 SX (12 Anglophones et 6 Francophones) du Bureau du Vérificateur général.

Catégorie	Groupe	Professionnel		N.		%		Anglophones ^a		Franco-		Anglo-		Total ^b
		Com. aux écritures	Com. aux règlements (CR)	Communications (CM)	Mécanographie (OE)	Secrétariat, sténographie, dactylographie (ST)	Téléphonistes (TE)	Traitement des données (DA)	Anglophones ^a	Franco-	Anglo-	+		
Administration	Com. aux écritures	31 967	69,4	14 074	30,6	46 041	52 126	31 769	69,7	13 820	30,3	45 589	52 081	
	Communications (CM)	665	80,3	163	19,7	828	861	663	79,8	168	20,2	831	868	
	Mécanographie (OE)	350	64,9	189	35,1	539	747	313	65,6	164	34,4	477	656	
	Secrétariat, sténographie, dactylographie (ST)	9 569	67,9	4 526	32,1	14 095	15 861	9 245	68,4	4 273	31,6	13 518	15 308	
	Téléphonistes (TE)	8	80,0	2	20,0	10	11	—	—	—	—	—	—	
	Traitement des données (DA)	1 757	68,0	826	32,0	2 583	2 980	1 747	68,3	809	31,7	2 556	3 048	
	Total	44 316	69,1	19 780	30,9	64 096	72 586	43 737	69,5	19 234	30,5	62 971	71 961	
	Chauffage, force motrice et opération de machines fixes (HFP)	2 065	78,1	578	21,9	2 643	2 902	2 049	78,3	567	21,7	2 616	2 792	
	Équipage de navires (SC)	1 550	79,8	393	20,2	1 943	2 322	1 466	81,5	332	18,5	1 798	2 278	
	Gardiens de phare (LI)	430	89,4	51	10,6	481	526	405	89,8	46	10,2	451	490	
Manœuvres et hommes de métier (GL)	Opérations postales (PO)	22 746	64,4	12 586	35,6	35 332	47 239	31 224	71,0	12 730	29,0	43 954	47 659	
	Opérations postales (petits bureaux) (HV)	2 111	68,9	951	31,1	3 062	6 535	1 860	68,4	860	31,6	2 720	6 113	
	Pompiers (FR)	1 179	86,2	189	13,8	1 368	1 505	1 180	86,6	182	13,4	1 362	1 479	
	Réparation de navires (SR)	2 379	97,8	54	2,2	2 433	2 769	2 358	98,2	44	1,8	2 402	2 788	
	Services correctionnels (CX)	2 775	66,7	1 387	33,3	4 162	4 278	2 968	66,2	1 514	33,8	4 482	4 557	
	Services d'imprimerie (PR)	504	41,7	706	58,3	1 210	1 230	471	40,8	682	59,2	1 153	1 199	
	Services divers (GS)	8 739	74,8	2 946	25,2	11 685	13 016	8 674	75,1	2 883	24,9	11 557	12 686	
	Services hospitaliers (HS)	1 947	63,9	1 102	36,1	3 049	3 477	1 603	66,0	825	34,0	2 428	2 759	
	Total	59 296	70,5	24 759	29,5	84 055	106 046	66 986	73,2	24 491	26,8	91 477	104 102	
	Grand total ^c	177 735	72,8	66 419	27,2	244 154	282 788	184 145	73,8	65 332	26,2	249 477	279 207	

La déclaration des intéressés dans le cas des cadres de la Haute direction, pour les autres catégories, il s'agit de la première langue officielle de l'employé.

Les documents des Anglophones et les Francophones ne correspondent pas à l'addition des chiffres que nous des 634 cas en 1977 et 2730 en 1978. Les documents de pays ne précisent pas la répartition linguistique.

Il y avait 101 employés en 1977 et 110 en 1978 qui dépendent pas compris dans les totaux. Cependant, 17, 18 X5 (Anglophones et 6 Franco-phones) au Bureau du Verificateur général.

La Commission des relations du Travail de la Fonction publique a des autres emplois dont le poste n'est pas classé dans l'un ou l'autre des catégories fonctionnelles.

La Commission de la Fonction publique (Haute direction) et le ministère des Approvisionnements et Services (autres catégories).

suite du tableau 16

Catégorie	Groupe	Anglophones ^a		Francophones ^a		Anglo. + Franco.		Anglophones ^a		Francophones ^a		Administration et service extérieur	Administration professionnelle	Achat et approvisionnement	PG)	Administration des programmes (PM)	Commerce (CO)	Gestion de la poste (PL)	Gestion des finances (FI)	Gestion des systèmes informatiques (CS)	Gestion du personnel (PE)	Organisation et méthodes (OM)	Programmes de bien-être social (WP)	Service extérieur (FS)	Services administratifs (AS)	Services d'information (SI)	Stagiaires en administration (AT)	Traduction (TR)	Total																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
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Groupe	Anglophones ^a	N.	%	Francophones ^a					Anglophones ^a					N.	%	Total ^b
				Franc.	Anglo.	Total ^b	N.	%	Franc.	Anglo.	Total ^b					
Haute direction (SX)	1 046	79,0	27,8	21,0	1 324	1 075	79,3	281	20,7	1 356	21	1 356	21			
Actuariat (AC)	12	60,0	8	40,0	20	21	52,4	10	47,6	21	21	21				
Agriculture (AG)	321	84,0	61	16,0	382	390	316	82,7	66	17,3	382	390				
Architecture et urbanisme (AR)	278	80,1	69	19,9	347	410	282	81,7	63	18,3	345	377				
Art dentaire (DE)	50	79,4	13	20,6	63	64	49	84,5	9	15,5	58	62				
Bibliothéconomie (LS)	339	82,2	78	17,8	437	458	360	82,8	75	17,2	435	462				
Chimie (CH)	385	90,0	43	10,0	428	436	375	89,7	43	10,3	418	427				
Droit (LA)	377	76,3	117	23,7	494	563	384	76,3	119	23,7	503	561				
Economie, sociologie et statistique (ES)	2 097	85,9	344	14,1	2 441	2 632	2 042	86,4	322	13,6	2 364	2 547				
Enseignement (ED)	1 789	53,3	1 565	46,7	3 354	3 771	1 601	54,0	1 365	46,0	2 966	3 487				
Enseignement universitaire (UT)	128	72,3	49	27,7	177	211	129	66,8	64	33,2	193	225				
Ergothérapie et physiothérapie (OP)	52	94,5	3	5,5	55	67	39	88,6	5	11,4	44	54				
Génie et arpentage (EN)	2 077	89,1	253	10,9	2 330	2 598	2 104	89,6	245	10,4	2 349	2 593				
Mathématiques (MA)	115	87,8	16	12,2	131	140	112	87,5	16	12,5	128	131				
Médecine (MD)	284	83,3	57	16,7	341	383	263	84,8	47	15,2	310	347				
Médecine vétérinaire (VS)	453	77,0	135	23,0	588	601	435	76,9	131	23,1	566	586				
Météorologie (MT)	478	87,2	70	12,8	548	586	502	89,8	57	10,2	559	598				
Pharmacie (PH)	66	80,5	16	19,5	82	84	52	77,6	15	22,4	67	70				
Psychologie (PS)	64	68,8	29	31,2	93	100	58	66,7	29	33,3	87	93				
Recherche historique (HT)	179	72,2	69	27,8	248	268	186	70,5	78	29,5	264	283				
Recherche scientifique (SE)	2 072	94,6	119	5,4	2 191	2 253	2 058	94,3	125	5,7	2 183	2 263				
Réglementation scientifique (SG)	423	80,1	105	19,9	528	539	400	80,2	99	19,8	499	517				
Sciences biologiques (BI)	746	91,3	71	8,7	817	876	746	90,8	76	9,2	822	884				
Sciences domestiques (HE)	45	81,8	10	18,2	55	66	37	82,2	8	17,8	45	51				
Sciences forestières (FO)	96	91,4	9	8,6	105	116	97	89,0	12	11,0	109	115				
Sciences infirmières (NU)	1 478	84,4	274	15,6	1 752	2 116	1 154	86,9	174	13,1	1 328	1 708				
Sciences physiques (PC)	552	94,8	30	5,2	582	613	560	94,6	32	5,4	592	628				
Service scientifique de la défense (DS)	426	84,7	77	15,3	503	527	431	83,5	85	16,5	516	533				
Service social (SW)	132	81,0	31	19,0	163	184	120	80,0	30	20,0	150	180				
Vérification (AV)	2 373	76,8	716	23,2	3 089	3 179	2 282	76,4	706	23,6	2 988	3 027				
Total	17 907	80,1	4 437	19,9	22 344	24 252	17 185	80,7	4 106	19,3	21 291	23 220				

suite et fin du tableau 15

Catégorie	Groupe	1977				1978			
		Hommes	Femmes	Total ^a	%	Hommes	Femmes	Total	%

Soutien administratif	Navigation	410	99,8	1	0,2	411	100,0	434	99,5	2	0,5	436
	Officiers de navire (SO)	1 401	97,6	34	2,4	1 435	100,0	1 393	97,7	33	2,3	1 426
	Photographie (PY)	181	91,0	18	9,0	199	100,0	171	90,5	18	9,5	189
	Radiotélégraphie (RO)	1 147	97,0	35	3,0	1 182	100,0	1 129	97,7	27	2,3	1 156
	Soutien de l'enseignement (EU)	40	22,9	135	77,1	175	100,0	26	20,0	104	80,0	130
	Soutien des sciences sociales (SI)	939	53,3	824	46,7	1 763	100,0	948	53,0	839	47,0	1 787
	Soutien technologique et scientifique (EG)	7 006	86,4	1 100	13,6	8 106	100,0	6 882	86,5	1 075	13,5	7 957
	Techniciens divers (GT)	1 862	89,3	222	10,7	2 084	100,0	1 997	89,8	228	10,2	2 225
	Total	24 068	89,8	2 732	10,2	26 800	100,0	23 979	89,9	2 705	10,1	26 684
	Commis aux écritures et aux règlements (CR)	13 367	25,6	38 759	74,4	52 126	100,0	12 964	24,9	39 117	75,1	52 081

Soutien	Secrétariat, sténographie, dactylographie (ST)	202	1,3	15 659	98,7	15 861	100,0	199	1,3	15 109	98,7	15 308
	Téléphonistes (TE)	1	9,1	10	90,9	11	100,0	—	—	—	—	—
	Traitement des données (DA)	885	29,7	2 095	70,3	2 980	100,0	877	28,8	2 171	71,2	3 048
	Total	15 285	21,1	57 301	78,9	72 586	100,0	14 847	20,6	57 114	79,4	71 961
	Chauffage, force motrice et opération de machines fixes (HP)	2 894	99,7	8	0,3	2 902	100,0	2 785	99,7	7	0,3	2 792
	Équipage de navires (SC)	2 301	99,1	21	0,9	2 322	100,0	2 252	98,9	26	1,1	2 278
	Gardiens de phare (LI)	517	98,3	9	1,7	526	100,0	480	98,0	10	2,0	490
	Manœuvres et hommes de métier (GL)	20 064	99,1	183	0,9	20 247	100,0	19 124	99,1	178	0,9	19 302
	Opérations postales (PO)	38 227	80,9	9 012	19,1	47 239	100,0	38 050	79,8	9 609	20,2	47 659
	Opérations postales (petits bureaux) (RV)	2 372	36,3	4 162	63,7	6 535	100,0	2 124	34,7	3 986	65,2	6 113

Exploitation	Pompes (FR)	1 503	99,9	2	0,1	1 505	100,0	1 475	99,7	4	0,3	1 479
	Réparation de navires (SR)	2 768	100,0	1	0,0	2 769	100,0	2 784	99,9	4	0,1	2 788
	Services correctionnels (CX)	4 213	98,5	65	1,5	4 278	100,0	4 481	98,3	76	1,7	4 557
	Services d'imprimerie (PI)	813	66,1	417	33,9	1 230	100,0	788	65,7	411	34,3	1 199
	Services divers (GS)	9 956	76,5	3 058	23,5	13 016	100,0	9 575	75,5	3 111	24,5	12 686
	Services hospitaliers (HS)	1 654	47,6	1 823	52,4	3 477	100,0	1 249	45,3	1 510	54,7	2 759
	Total	87 282	82,3	18 761	17,7	106 046	100,0	85 167	81,8	18 932	18,2	104 102
	Grand total^b	186 863	66,1	95 922	33,9	282 788	100,0	183 181	65,6	96 023	34,4	279 207

^aDans 3 cas en 1977 et dans 6 en 1978, les documents de paye ne précisent pas le sexe de l'employé.

Source : Commission de la Fonction publique (catégorie Haute direction) et ministère des Approvisionnement et Services (autres catégories).

^bComprend 101 employés en 1977 et 110 en 1978 qui étaient en congé ou nommés à titre provisoire. Ils ne sont cependant pas comptés dans les totaux. Comprend, en 1977, 18 SX (17 hommes et 1 femme) du Bureau du Vérificateur général.

Comprend 624 employés en 1977 et 222 en 1978. La Commission des relations de travail de la Fonction publique et d'autres employés dont le poste n'a encore été classé dans l'une ou l'autre des catégories professionnelles.

1977		1978	
Hommes	Femmes	Hommes	Femmes

Groupes professionnels

Pharmacie (PH) % N. % N.

Psychologie (PS) 77 77,0 23 23,0 84 100,0 56 80,0 76 81,7 17 18,3 93 100,0

Recherche historique (HI) 202 75,4 66 24,6 268 100,0 213 75,3 70 24,7 283 100,0

Recherche scientifique (SE) 2 199 97,6 54 2,4 2 253 100,0 2 205 97,4 58 2,6 2 263 100,0

Réglementation scientifique (SG) 497 92,2 42 7,8 539 100,0 477 92,3 40 7,7 517 100,0

Sciences biologiques (BI) 749 85,5 127 14,5 876 100,0 764 86,4 120 13,6 884 100,0

Sciences domestiques (HE) 1 1,5 65 98,5 66 100,0 0 0,0 51 100,0 51 100,0

Sciences forestières (FO) 116 100,0 0 0,0 116 100,0 115 100,0 0 0,0 115 100,0

Sciences infirmières (NU) 81 3,8 2 035 96,2 2 116 100,0 90 5,3 1 618 94,7 1 708 100,0

Sciences physiques (PC) 552 90,0 61 10,0 613 100,0 564 89,8 64 10,2 628 100,0

Service scientifique de la défense (DS) 509 96,6 18 3,4 527 100,0 512 96,1 21 3,9 533 100,0

Service social (SW) 141 76,6 43 23,4 184 100,0 140 77,8 40 22,2 180 100,0

Vérification (AV) 3 069 96,5 110 3,5 3 179 100,0 2 909 96,1 118 3,9 3 027 100,0

Total 18 686 77,0 5 566 23,0 24 252 100,0 18 236 78,5 4 984 21,5 23 220 100,0

Achat et approvisionnement- (PG) 1 395 86,6 216 13,4 1 611 100,0 1 471 84,6 268 15,4 1 739 100,0

Administration des programmes (PM) 19 741 78,3 5 483 21,7 25 224 100,0 19 311 76,9 5 807 23,1 25 118 100,0

Commerce (CO) 1 484 94,9 79 5,1 1 563 100,0 1 539 94,8 85 5,2 1 624 100,0

Gestion de la poste (PL) 499 98,8 6 1,2 505 100,0 510 99,0 5 1,0 515 100,0

Gestion des finances (FI) 1 875 84,7 338 15,3 2 213 100,0 1 931 83,5 381 16,5 2 312 100,0

Gestion des systèmes informatiques (CS) 1 871 84,5 343 15,5 2 214 100,0 1 860 83,9 357 16,1 2 217 100,0

Gestion du personnel (PE) 2 107 71,0 860 29,0 2 967 100,0 2 081 69,0 937 31,0 3 018 100,0

Organisation et méthodes (OM) 740 89,6 86 10,4 826 100,0 719 89,3 86 10,7 805 100,0

Programmes de bien-être social (WP) 1 487 78,5 408 21,5 1 895 100,0 1 407 79,3 368 20,7 1 775 100,0

Service extérieur (FS) 1 215 93,1 90 6,9 1 305 100,0 1 182 92,8 92 7,2 1 274 100,0

Services administratifs (AS) 6 066 72,3 2 322 27,7 8 388 100,0 6 213 70,4 2 613 29,6 8 826 100,0

Services d'information (IS) 656 64,6 360 35,4 1 016 100,0 649 63,6 372 36,4 1 021 100,0

Stagiaires en administration (AT) 149 60,3 98 39,7 247 100,0 111 55,8 88 44,2 199 100,0

Traduction (TR) 631 49,2 652 50,8 1 283 100,0 647 48,7 682 51,3 1 329 100,0

Total 39 916 77,9 11 341 22,1 51 257 100,0 39 631 76,5 12 141 23,5 51 772 100,0

Contrôle de la circulation aérienne (AI) 2 226 98,3 39 1,7 2 265 100,0 2 209 98,2 40 1,8 2 249 100,0

Dessin et illustration (DI) 1 770 89,3 213 10,7 1 983 100,0 1 704 88,8 215 11,2 1 919 100,0

Électronique (EL) 3 141 99,5 17 0,5 3 158 100,0 3 141 99,5 17 0,5 3 158 100,0

Inspection des produits primaires (PI) 2 689 96,9 85 3,1 2 774 100,0 2 668 96,6 95 3,4 2 763 100,0

Inspection technique (TI) 1 256 99,3 9 0,7 1 265 100,0 1 277 99,1 12 0,9 1 289 100,0

15

Tableau 14
Répartition, en nombre et pourcentage, des employés selon la catégorie professionnelle et le groupe linguistique, 1977 et 1978

Catégorie professionnelle	Anglophones ^a	Franco-linguistiques	Total	N.	%	N.	%	N.	%
Haute direction ^b	1 046	79,0	278	21,0	1 324	0	1 324	1 075	79,3
Scientifiques et spécialités	17 907	80,1	4 437	19,9	22 344	1 908	24 252	17 185	80,7
Administration et service extérieur	35 081	73,4	12 743	26,6	47 824	3 433	51 257	35 236	73,4
Techniciens	20 214	82,0	4 441	18,0	24 655	2 145	26 800	20 055	81,9
Total (catégories de cadres) ^c	74 053	77,3	21 802	22,7	95 855	7 677	103 532	73 349	77,3
Soutien administratif	44 316	69,1	19 780	30,9	64 096	8 490	72 586	43 737	69,5
Exploitation	59 296	70,5	24 759	29,5	84 055	21 991	106 046	66 986	73,2
Grand total ^d	177 735	72,8	66 419	27,2	244 154	38 634	282 780	184 145	73,8

^a Comprend la déclaration des intéressés dans le cas des membres de la Haute direction; pour les autres catégories, il s'agit de la première langue officielle de l'emploi.

^b Comprend 101 employés en 1977 et 110 en 1978 qui étaient en congé ou nommés à titre provisoire. Ils ne sont cependant pas comptés dans les totaux. Comprend 624 employés en 1977 et 222 en 1978.

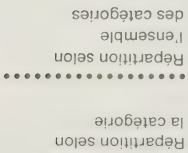
^c Comprend 624 employés en 1977 et 222 en 1978. Comprend les relations de travail de la Fonction publique et d'autres employés dont le poste n'a encore été classé dans l'une ou l'autre des catégories professionnelles.

^d Source : Commission de la Fonction publique (catégorie Haute direction) et ministère des Approvisionnement et Services (autres catégories).

Tableau 15

Répartition, en nombre et pourcentage, des employés selon la catégorie professionnelle, le groupe professionnel et le sexe, 1977 et 1978

Catégorie professionnelle	Groupe	Hommes		Femmes		Total ^a	Hommes		Femmes		Total ^b	
		N.	%	N.	%		N.	%	N.	%		
Spécialistes et Scientifiques et Haute direction ^b	Haute direction (SX)	1 286	97,1	38	2,9	1 324	100,0	1 316	97,1	40	2,9	1 356
	Actuariat (AC)	20	95,2	1	4,8	21	100,0	20	95,2	1	4,8	21
	Agriculture (AG)	372	95,4	18	4,6	390	100,0	364	93,3	26	6,7	390
	Architecture et urbanisme (AR)	388	94,6	22	5,4	410	100,0	357	94,7	20	5,3	377
	Art dentaire (DE)	64	100,0	0	0,0	64	100,0	61	98,4	1	1,6	62
	Bibliothéconomie (LS)	162	35,4	296	64,6	458	100,0	162	35,1	300	64,9	462
	Chimie (CH)	367	84,2	69	15,8	436	100,0	356	83,4	71	16,6	427
	Droit (LA)	464	82,4	99	17,6	563	100,0	467	83,2	94	16,8	561
	Economie, sociologie et statistique (ES)	2 284	86,8	348	13,2	2 632	100,0	2 192	86,1	355	13,9	2 547
	Enseignement (ED)	1 929	51,2	1 842	48,8	3 771	100,0	1 802	51,7	1 685	48,3	3 487
	Enseignement universitaire (UT)	205	97,2	6	2,8	211	100,0	217	96,4	8	3,6	225
	Ergothérapie et physiothérapie (OP)	5	7,5	62	92,5	67	100,0	4	7,4	50	92,6	54
	Génie et arpentage (EN)	2 566	98,8	32	1,2	2 598	100,0	2 560	98,7	33	1,3	2 593
	Mathématiques (MA)	109	77,9	31	22,1	140	100,0	101	77,1	30	22,9	131
Médecine (MD)	351	91,6	32	8,4	383	100,0	313	90,2	34	9,8	347	
Médecine vétérinaire (VS)	578	96,2	23	3,8	601	100,0	565	96,4	21	3,6	586	
Météorologie (MT)	565	96,4	21	3,6	586	100,0	574	96,0	24	4,0	598	



des catégories

égories professionnelles et lieu de travail

Travail, 1977 et 1978

1977

1978

[illegible]

prend 101 employés en 1977 et 110 employés en 1978 qui étaient en congé ou nommés à titre provisoire. Ils ne sont cependant pas comptés dans les tableaux. Comprend, en 1977, 18 SX du Bureau du directeur général.

prend 624 employés en 1977 et 222 en 1978 de l'Commission des relations de travail de la Fonction

rique et d'autres employés dont le poste n'a pas
re été classé dans l'une ou l'autre des catégo-

ce : Commission de la Fonction publique
 (catégorie Haute direction) et ministère des Appro-
 priations et Services (autres catégories).

Evolution des effectifs
Evolution des effectifs de la Fonction publique, exprimée en pourcentage, selon la catégorie professionnelle, 1973 à 1978

Graphique 1

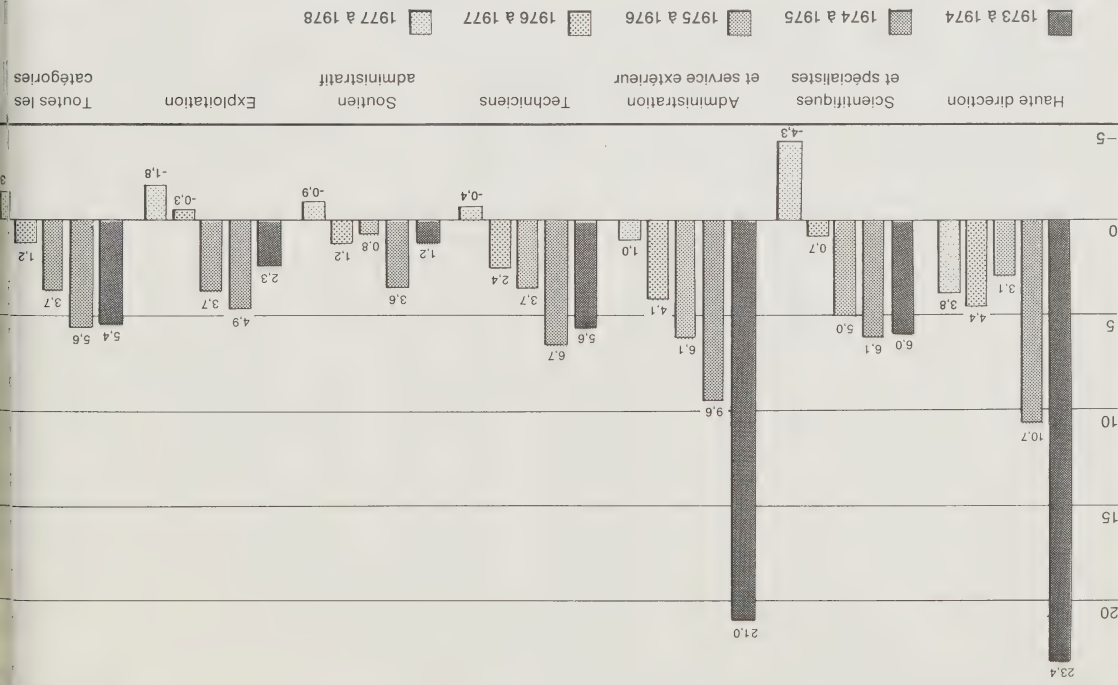


Tableau 12

Catégorie professionnelle et sexe

Répartition, en nombre et pourcentage, des employés selon la catégorie professionnelle et le sexe, 1977 et 1978

Catégorie professionnelle	1977		1978	
	Hommes	Femmes	Hommes	Femmes
Haute direction ^a	1 286	97,1	38	2,9
Scientifiques et spécialistes	18 686	77,0	5 566	23,0
Administration et service extérieur	39 916	77,9	11 341	22,1
Techniciens	24 068	89,8	2 732	10,2
Total (catégories de cadres)^b	83 856	81,0	19 676	19,0
Soutien administratif	15 285	21,1	57 301	78,9
Exploitation	87 282	82,3	18 761	17,7
Grand total^c	186 863	66,1	95 922	33,9

^a Dans 3 cas en 1977 et dans 3 en 1978, les documents de paye ne précisent pas le sexe de l'employé.

^b Comprend 101 employés en 1977 et 110 en 1978 qui étaient en congé ou nommés à titre provisoire. Ils ne sont cependant pas comptés dans les totaux. Comprend, en 1977, 18 SX (17 hommes et 1 femme) du Bureau du Vérificateur général.

^c Comprend 624 employés en 1977 et 222 en 1978 de la Commission des relations de travail de la Fonction publique et d'autres employés dont le poste n'a pas encore été classé dans l'une ou l'autre des catégories professionnelles.

Source : Commission de la Fonction publique (catégorie Haute direction) et ministère des Approvisionnement et Services (autres catégories).

Répartition, en nombre et pourcentage, des employés selon le traitement annuel et le groupe linguistique, 1977 et 1978

1978	1977			
	Anglophones ^a	Francophones ^a	Anglo. + Franco.	Total ^a
	N.	N.	%	%
000—7 499	1 148	82,8	239	17,2
000—7 999	921	66,2	491	34,8
000—8 499	2 183	69,1	978	30,9
000—8 999	3 396	66,9	1 679	33,1
000—9 499	4 005	70,3	1 690	29,7
000—9 999	3 420	68,6	1 562	31,4
000—10 999	12 785	69,7	5 547	30,3
000—11 999	15 156	71,9	5 934	28,1
000—12 999	16 830	70,0	7 206	30,0
000—13 999	21 158	67,2	10 315	32,8
000—14 999	9 977	72,8	3 732	27,2
000—15 999	10 794	77,9	3 062	22,1
000—16 999	8 959	75,4	2 917	24,6
000—17 999	11 181	72,5	4 232	27,5
000—18 999	6 266	75,2	2 070	24,8
000—19 999	4 512	73,3	1 642	26,7
000—20 999	3 726	76,8	1 127	23,2
000—21 999	3 918	76,9	1 177	23,1
000—22 999	2 219	73,3	810	26,7
000—23 999	1 935	76,9	580	23,1
000—24 999	2 591	77,7	745	22,3
000—25 999	2 982	80,9	706	19,1
000—26 999	1 072	80,6	258	19,4
000—27 999	1 560	77,8	445	22,2
000—28 999	1 356	82,9	280	17,1
000—29 999	1 906	85,0	337	15,0
000—30 999	1 069	80,5	259	13,28
000—31 999	789	84,7	142	15,3
000—32 999	937	85,2	163	14,8
000—33 999	836	88,8	105	11,2
000—34 999	880	84,6	160	13,4
000—35 999	415	86,8	63	13,2
000—36 999	700	88,3	93	11,7
000—37 999	270	83,3	54	16,7
000—38 999	351	87,1	52	12,9
000—39 999	322	90,2	35	9,8
000—44 999	499	83,7	97	16,3
000—49 999	61	83,6	12	16,4
000—50 000	8	61,5	5	38,5
163 093	72,8	61 001	27,2	224 094
14 642	73,0	5 418	27,0	20 060
177 735	72,8	66 419	27,2	244 154
250 085	73,7	164 510	73,8	414 595
282 788	73,8	184 145	73,8	466 933
224 085	73,7	158 779	73,8	402 864
223 289	73,7	158 779	73,8	402 864
241 810	73,7	158 779	73,8	402 864
226 188	73,7	158 779	73,8	402 864
279 207	73,7	158 779	73,8	402 864

a) Traitement annuel^b

b) N. = Nombre

c) % = Pourcentage

d) Total = Somme

e) Anglo. = Anglophones

f) Franco. = Francophones

g) Total = Somme

h) N. = Nombre

i) % = Pourcentage

j) Total = Somme

k) N. = Nombre

l) % = Pourcentage

m) Total = Somme

n) N. = Nombre

o) % = Pourcentage

p) Total = Somme

q) N. = Nombre

r) % = Pourcentage

s) Total = Somme

t) N. = Nombre

u) % = Pourcentage

v) Total = Somme

w) N. = Nombre

x) % = Pourcentage

y) Total = Somme

z) N. = Nombre

aa) % = Pourcentage

ab) Total = Somme

ac) N. = Nombre

ad) % = Pourcentage

ae) Total = Somme

af) N. = Nombre

ag) % = Pourcentage

ah) Total = Somme

ai) N. = Nombre

aj) % = Pourcentage

ak) Total = Somme

al) N. = Nombre

am) % = Pourcentage

an) Total = Somme

ao) N. = Nombre

ap) % = Pourcentage

aq) Total = Somme

ar) N. = Nombre

as) % = Pourcentage

at) Total = Somme

au) N. = Nombre

av) % = Pourcentage

aw) Total = Somme

ax) N. = Nombre

ay) % = Pourcentage

az) Total = Somme

ba) N. = Nombre

bb) % = Pourcentage

bc) Total = Somme

bd) N. = Nombre

be) % = Pourcentage

bf) Total = Somme

bg) N. = Nombre

bh) % = Pourcentage

bi) Total = Somme

bj) N. = Nombre

bk) % = Pourcentage

bl) Total = Somme

bm) N. = Nombre

bn) % = Pourcentage

bo) Total = Somme

bp) N. = Nombre

bq) % = Pourcentage

br) Total = Somme

bs) N. = Nombre

bt) % = Pourcentage

bu) Total = Somme

bv) N. = Nombre

bw) % = Pourcentage

bx) Total = Somme

by) N. = Nombre

bz) % = Pourcentage

ca) Total = Somme

cb) N. = Nombre

cc) % = Pourcentage

cd) Total = Somme

ce) N. = Nombre

cf) % = Pourcentage

cg) Total = Somme

ch) N. = Nombre

ci) % = Pourcentage

cj) Total = Somme

ck) N. = Nombre

cl) % = Pourcentage

cm) Total = Somme

cn) N. = Nombre

co) % = Pourcentage

cp) Total = Somme

cq) N. = Nombre

cr) % = Pourcentage

cs) Total = Somme

ct) N. = Nombre

cu) % = Pourcentage

cv) Total = Somme

cw) N. = Nombre

cx) % = Pourcentage

cy) Total = Somme

cz) N. = Nombre

da) % = Pourcentage

db) Total = Somme

dc) N. = Nombre

dd) % = Pourcentage

de) Total = Somme

df) N. = Nombre

dg) % = Pourcentage

dh) Total = Somme

di) N. = Nombre

dj) % = Pourcentage

dk) Total = Somme

dl) N. = Nombre

dm) % = Pourcentage

dn) Total = Somme

do) N. = Nombre

dp) % = Pourcentage

dq) Total = Somme

dr) N. = Nombre

ds) % = Pourcentage

dt) Total = Somme

du) N. = Nombre

dv) % = Pourcentage

dw) Total = Somme

dx) N. = Nombre

dy) % = Pourcentage

dz) Total = Somme

ea) N. = Nombre

eb) % = Pourcentage

ec) Total = Somme

ed) N. = Nombre

ee) % = Pourcentage

ef) Total = Somme

eg) N. = Nombre

eh) % = Pourcentage

ei) Total = Somme

ej) N. = Nombre

ek) % = Pourcentage

el) Total = Somme

em) N. = Nombre

en) % = Pourcentage

eo) Total = Somme

ep) N. = Nombre

eq) % = Pourcentage

er) Total = Somme

es) N. = Nombre

et) % = Pourcentage

eu) Total = Somme

ev) N. = Nombre

ew) % = Pourcentage

ex) Total = Somme

ey) N. = Nombre

ez) % = Pourcentage

fa) Total = Somme

fb) N. = Nombre

fc) % = Pourcentage

fd) Total = Somme

fe) N. = Nombre

ff) % = Pourcentage

fg) Total = Somme

fh) N. = Nombre

fi) % = Pourcentage

fj) Total = Somme

fk) N. = Nombre

fl) % = Pourcentage

fm) Total = Somme

fn) N. = Nombre

fo) % = Pourcentage

fp) Total = Somme

fq) N. = Nombre

fr) % = Pourcentage

fs) Total = Somme

ft) N. = Nombre

fu) % = Pourcentage

fv) Total = Somme

fw) N. = Nombre

fx) % = Pourcentage

fy) Total = Somme

fz) N. = Nombre

ga) % = Pourcentage

gb) Total = Somme

gc) N. = Nombre

gd) % = Pourcentage

ge) Total = Somme

gf) N. = Nombre

gh) % = Pourcentage

Tableau 10

Traitement annuel et sexe

Répartition, en nombre et pourcentage, des employés selon le traitement annuel et le sexe, 1977 et 1978

1978	Femmes		Hommes		Total ^a		Hommes		Femmes		Total	
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
7 000—7 499	446	23,7	1 435	76,3	1 881	100,0	6	11,8	45	88,2	51	51
7 500—7 999	347	15,9	1 838	84,1	2 185	100,0	192	71,4	714	78,8	906	96
8 000—8 499	776	17,5	3 654	82,5	4 430	100,0	395	18,6	1 727	81,3	2 123	2
8 500—8 999	1 545	25,3	4 556	74,7	6 101	100,0	319	15,7	1 715	84,3	2 034	2
9 000—9 499	2 963	45,3	3 583	54,7	6 546	100,0	328	15,2	1 837	84,8	2 165	2
9 500—9 999	2 875	50,0	2 876	50,0	5 751	100,0	2 307	44,2	2 911	55,8	5 218	5
10 000—10 999	7 978	39,4	12 246	60,6	20 224	100,0	4 632	36,5	8 068	63,5	12 701	12
11 000—11 999	9 633	42,2	13 175	57,8	22 809	100,0	5 952	46,9	6 745	53,1	12 697	12
12 000—12 999	13 927	50,8	13 462	49,2	27 389	100,0	12 698	43,9	16 255	56,1	28 953	28
13 000—13 999	30 879	82,2	6 669	17,8	37 548	100,0	16 648	63,1	9 729	36,9	26 377	26
14 000—14 999	10 815	72,0	4 202	28,0	15 017	100,0	21 230	68,0	9 984	32,0	31 214	31
15 000—15 999	12 197	82,3	2 619	17,7	14 816	100,0	12 838	74,0	4 517	26,0	17 355	17
16 000—16 999	10 899	84,9	1 936	15,1	12 835	100,0	9 990	73,6	3 582	26,4	13 572	13
17 000—17 999	13 100	80,5	3 182	19,5	16 282	100,0	16 189	82,1	3 520	17,9	19 709	19
18 000—18 999	7 567	84,5	1 384	15,5	8 951	100,0	8 363	83,7	1 634	16,3	9 997	9
19 000—19 999	5 497	83,9	1 055	16,1	6 553	100,0	8 796	82,9	1 816	17,1	10 612	10
20 000—20 999	4 524	86,9	681	13,1	5 205	100,0	3 378	82,3	725	17,7	4 103	4
21 000—21 999	4 819	89,0	593	11,0	5 412	100,0	5 767	86,7	885	13,3	6 652	6
22 000—22 999	2 731	85,2	476	14,8	3 207	100,0	3 015	83,1	615	16,9	3 630	3
23 000—23 999	2 382	89,3	285	10,7	2 667	100,0	2 420	85,7	405	14,3	2 825	2
24 000—24 999	3 172	89,8	361	10,2	3 533	100,0	2 714	87,1	402	12,9	3 116	3
25 000—25 999	3 645	89,4	428	10,6	4 073	100,0	3 117	88,3	365	10,5	3 482	3
26 000—26 999	1 292	90,7	132	9,3	1 424	100,0	2 132	88,3	283	11,7	2 415	2
27 000—27 999	1 970	93,1	146	6,9	2 116	100,0	2 398	92,1	205	7,9	2 603	2
28 000—28 999	1 637	93,9	107	6,1	1 744	100,0	1 787	90,4	190	9,6	1 977	1
29 000—29 999	2 319	95,9	69	4,1	2 418	100,0	2 173	94,0	139	6,0	2 312	2
30 000—30 999	1 361	95,4	65	4,6	1 426	100,0	1 783	97,1	122	6,4	1 905	1
31 000—31 999	958	97,0	30	3,0	988	100,0	2 068	97,1	61	2,9	2 129	2
32 000—32 999	1 142	96,5	41	3,5	1 183	100,0	1 181	95,5	56	4,5	1 237	1
33 000—33 999	1 005	97,1	30	2,9	1 035	100,0	969	95,6	45	4,4	1 014	1
34 000—34 999	1 137	98,0	23	2,0	1 160	100,0	1 132	97,6	28	2,4	1 160	1
35 000—35 999	513	98,7	7	1,3	520	100,0	742	97,5	19	2,5	761	0
36 000—36 999	831	96,4	31	3,6	862	100,0	1 440	97,0	45	3,0	1 485	1
37 000—37 999	343	96,6	12	3,4	355	100,0	567	98,8	7	1,2	574	0
38 000—38 999	422	94,8	23	5,2	445	100,0	556	98,6	8	1,4	564	0
39 000—39 999	377	95,9	16	4,1	393	100,0	676	96,0	28	4,0	704	0
40 000—40 999	647	97,4	17	2,6	664	100,0	1 149	95,9	49	4,1	1 198	1
45 000—49 999	87	97,8	2	2,2	89	100,0	228	98,7	3	1,3	231	0
Plus de 50 000	16	88,9	2	11,1	18	100,0	48	98,0	1	2,0	49	0
Total	168 774	67,5	81 309	32,5	250 085	100,0	162 323	67,1	79 485	32,9	241 810	97
Autres ^b	18 089	55,3	14 613	44,7	32 703	100,0	20 858	55,8	16 538	44,2	37 397	15
Grand total	186 863	66,1	95 922	33,9	282 788	100,0	183 181	65,6	96 023	34,4	279 207	112

^a Dans 3 cas en 1977 et 3 en 1978, les documents de

paye ne précisent pas le sexe de l'employé.

^b Selon le taux du salaire annuel des employés au 31

décembre.

Employés à salaire horaire, dont la semaine de tra-

vail est de moins de 35 heures et employés dont le

salaire n'est pas indiqué.

Source : Ministère des Approvisionnements et

Services.

Groupe d'âge	Hommes		Femmes		Total		Hommes		Femmes		Total	
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
24	1 783	36,1	3 151	63,9	4 934	100,0	1 104	33,6	2 178	66,4	3 282	100,0
29	28 628	60,5	18 679	39,5	47 308	100,0	27 822	57,9	20 240	42,1	48 063	100,0
34	25 710	70,1	10 968	29,9	36 678	100,0	28 426	68,8	12 872	31,2	41 298	100,0
39	18 991	70,6	7 924	29,4	26 915	100,0	19 976	70,0	8 566	30,0	28 542	100,0
44	17 517	69,7	7 611	30,3	25 128	100,0	17 443	68,7	7 942	31,3	25 385	100,0
49	18 936	70,7	7 848	29,3	26 785	100,0	18 869	70,6	7 839	29,4	26 708	100,0
54	22 597	71,8	8 869	28,2	31 467	100,0	20 874	71,5	8 332	28,5	29 208	100,0
59	23 493	76,0	7 409	24,0	30 902	100,0	23 003	75,5	7 465	24,5	30 468	100,0
64	12 048	75,1	3 988	24,9	16 036	100,0	11 810	76,0	3 731	24,0	15 541	100,0
65 et plus	572	56,0	450	44,0	1 022	100,0	301	71,0	123	29,0	424	100,0
186 863												
3 cas en 1977 et dans 3 en 1978, les documents de pension de retraite ne précisent pas le sexe de l'employé.												
485 cas en 1977 et dans 364 en 1978, les documents de pension de retraite ne précisent pas le sexe de l'employé.												
38 : Ministère des Approvisionnements et Services												

Groupe d'âge	Anglophones		Franco.		Total		Anglophones		Franco.		Total	
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
24	2 125	60,5	1 389	39,5	4 934	100,0	1 371	60,4	900	39,6	3 282	100,0
29	27 780	68,2	12 941	31,8	40 721	100,0	29 146	69,3	12 942	30,7	42 088	100,0
34	22 405	68,9	10 104	31,1	32 509	100,0	26 100	70,2	11 084	29,8	37 184	100,0
39	17 070	72,1	6 614	27,9	23 684	100,0	18 588	72,1	7 209	27,9	25 797	100,0
44	16 376	74,4	5 641	25,6	22 017	100,0	17 552	75,9	5 568	24,1	23 120	100,0
49	17 634	75,4	5 758	24,6	23 392	100,0	18 604	76,4	5 757	23,6	24 361	100,0
54	22 071	79,2	5 795	20,8	27 866	100,0	21 467	79,5	5 527	20,5	26 994	100,0
59	22 260	80,7	5 337	19,3	27 597	100,0	23 173	81,5	5 271	18,5	28 444	100,0
64	11 339	80,9	2 674	19,1	14 013	100,0	11 684	81,7	2 614	18,3	14 298	100,0
65 et plus	353	87,8	49	12,2	1 022	100,0	291	87,9	40	12,1	331	100,0
177 735												
38 634 cas en 1977 et dans 29 730 en 1978, les documents de pension de retraite ne précisent pas la première langue officielle.												
485 cas en 1977 et dans 364 en 1978, les documents de pension de retraite ne précisent pas le groupe linguistique.												
38 : Ministère des Approvisionnements et Services												

7

Ministère d'affectation		Hommes		Femmes		Total ^a		Hommes		Femmes		Total ^a	
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%	N.
Commission nationale des libérations conditionnelles	68	30,2	157	69,8	225	100,0	72	30,5	164	69,5	236		
Solliciteur général	115	53,5	100	46,5	215	100,0	112	50,9	108	49,1	220		
Assurances	114	63,3	66	36,7	180	100,0	124	64,2	69	35,8	193		
Commission des relations de travail de la Fonction publique	89	53,6	77	46,4	166	100,0	89	52,0	82	48,0	171		
Rétablissement agricole des Prairies	93	51,4	88	48,6	181	100,0	94	55,0	77	45,0	171		
Affaires urbaines	86	53,8	74	46,3	160	100,0	85	52,5	77	47,5	162		
Sciences et Technologie	76	54,7	63	45,3	139	100,0	72	49,3	74	50,7	146		
Bureau des services juridiques	18	43,9	23	56,1	41	100,0	62	47,0	70	53,0	132		
Cour fédérale	69	51,9	64	48,1	133	100,0	68	53,1	60	46,9	128		
Bureau du Contrôleur général													
Bureau du Commissaire aux langues officielles	34	50,0	34	50,0	68	100,0	48	52,7	43	47,3	91		
Conseil canadien des relations du travail	37	45,7	44	54,3	81	100,0	34	41,5	48	58,5	82		
Bureau des relations fédérales-provinciales	33	47,8	36	52,2	69	100,0	34	44,2	43	55,8	77		
Secrétariat du Gouverneur général	35	48,6	37	51,4	72	100,0	36	49,3	37	50,7	73		
Commission canadienne des droits de la personne	0	0,0	3	100,0	3	100,0	22	34,9	41	65,1	63		
Cour suprême	25	54,3	21	45,7	46	100,0	31	56,4	24	43,6	55		
Commission d'appel de l'immigration	27	45,0	33	55,0	60	100,0	24	48,0	26	52,0	50		
Bureau du Directeur général des élections	18	46,2	21	53,8	39	100,0	19	47,5	21	52,5	40		
Commission mixte internationale	24	70,6	10	29,4	34	100,0	24	64,9	13	35,1	37		
Commission de la réforme du droit	5	15,2	28	84,8	33	100,0	7	21,2	26	78,8	33		
Commission de révision de l'impôt	10	31,3	22	68,8	32	100,0	10	30,3	23	69,7	33		
Commission du tarif	14	48,3	15	51,7	29	100,0	14	48,3	15	51,7	29		
Secrétariat des conférences intergouvernementales	13	59,1	9	40,9	22	100,0	14	51,9	13	48,1	27		
Commission des allocations aux anciens combattants	14	51,9	13	48,1	27	100,0	11	47,8	12	52,2	23		
Bureau du Commissaire à la magistrature fédérale	6	46,2	7	53,8	13	100,0	7	43,8	9	56,3	16		
Bureau de la Coordonnatrice, Situation de la femme	1	8,3	11	91,7	12	100,0	0	0,0	13	100,0	13		
Commission sur les pratiques restrictives du commerce	4	36,4	7	63,6	11	100,0	5	41,7	7	58,3	12		
Bureau du Directeur, la Loi anti-inflation	6	50,0	6	50,0	12	100,0	7	63,6	4	36,4	11		
Total ^a	186 863		66,1	95 922	33,9	282 788	100,0	183 181	65,6	96 023	34,4	279 207	

1978

Femmes

1977

Femmes

1978

Femmes

1978

Femmes

1977

Femmes

197

5

Tableau 5

Lieu de travail (agglomérations et localités) et groupe linguistique

Répartition, en nombre et pourcentage, des employés selon le lieu de travail et le groupe linguistique, 1977 et 1978

Lieu de travail	1977		1978	
	N.	%	N.	%
St. John's (T.-N.)	2 489	99,8	2 643	99,9
Halifax	10 728	97,8	9 900	98,0
Saint-John (N.-B.)	1 301	96,0	60	4,5
Chicoutimi-Jonquière	2	0,6	341	99,1
Québec	327	5,0	6 102	95,1
Montréal	2 091	8,1	23 100	92,8
Région de la capitale nationale	46 261	67,6	22 312	32,6
Oshawa	358	99,7	374	99,7
Toronto	15 552	98,3	23 652	99,0
Hamilton	2 821	99,0	2 847	99,1
Niagara-St. Catharines	1 138	98,2	1 155	98,2
Kitchener-Waterloo	1 331	99,4	1 317	99,1
London	2 350	99,3	2 352	99,4
Windsor	1 441	98,3	15	0,6
Sudbury	540	78,6	153	21,6
Thunder Bay	994	99,4	9	0,9
Winnipeg	7 612	97,6	7 702	97,7
Regina	2 005	99,6	2 075	99,5
Saskatoon	1 580	99,2	1 685	99,3
Edmonton	6 306	98,4	6 514	98,7
Calgary	4 147	99,4	4 310	99,3
Vancouver	10 912	98,9	11 429	99,1
Victoria	4 868	99,3	4 819	99,3
Total	127 154	70,3	135 342	71,8
Localités	50 581	79,8	48 803	79,9
Grand total	177 735	72,8	184 145	73,8
Première langue officielle				
Dans 38 634 cas en 1977 et 29 730 en 1978, les documents de paye ne précisent pas la première langue officielle de l'employé.				
Source : Ministère des Approvisionnement et Services				

Tableau 2

Lieu de travail (Canada et étranger), des employés selon le lieu de travail et le sexe.
Répartition, en nombre et pourcentage, des employés selon le lieu de travail et le sexe, 1977 et 1978

Lieu de travail	1977		1978	
	Hommes	Femmes	Hommes	Femmes
Total ^a	N.	%	N.	%
Terre-Neuve	4 548	77,5	1 317	22,5
Île-du-Prince-Édouard	1 196	79,4	311	20,6
Nouvelle-Écosse	12 842	76,4	3 961	23,6
Nouveau-Brunswick	6 124	73,3	2 235	26,7
Québec	37 570	71,0	15 348	29,0
Ontario	79 192	62,1	48 379	37,9
Manitoba	7 919	63,4	4 565	36,6
Saskatchewan	5 271	63,6	3 018	36,4
Alberta	11 184	61,8	6 901	38,2
Colombie-Britannique	18 212	68,4	8 424	31,6
Yukon	479	51,8	445	48,2
Territoires du Nord-Ouest	865	61,3	545	38,7
Étranger	1 461	75,5	473	24,5
Total ^b	186 863	66,1	95 922	33,9

^aDans 3 cas en 1977 et 3 en 1978, les documents de paye ne précisent pas le sexe de l'employé.
^bDans 1 cas en 1977, les documents de paye ne précisent pas le lieu de travail.
Source : Ministère des Approvisionnement et Services

Tableau 3

Lieu de travail (Canada et étranger) et groupe linguistique
Répartition, en nombre et pourcentage, des employés selon le lieu de travail et le groupe linguistique, 1977 et 1978

Lieu de travail	1977		1978	
	Anglophones ^a	Francophones ^a	Anglophones ^a	Francophones ^a
Total ^a	N.	%	N.	%
Terre-Neuve	4 601	99,6	18	0,4
Île-du-Prince-Édouard	14 710	97,3	401	2,7
Nouvelle-Écosse	1 269	96,6	45	3,4
Nouveau-Brunswick	6 225	84,0	1 183	16,0
Québec (sauf R.C.N.)	3 239	7,6	36 602	92,4
Québec (R.C.N.)	2 609	50,5	2 553	49,5
Ontario (R.C.N.)	42 665	96,4	1 603	3,6
Ontario (sauf R.C.N.)	43 669	68,9	19 745	31,1
Manitoba	10 424	97,8	233	2,2
Saskatchewan	6 842	98,9	79	1,1
Alberta	15 712	98,8	197	1,2
Colombie-Britannique	22 454	99,0	218	1,0
Yukon	640	99,4	4	0,6
Territoires du Nord-Ouest	1 101	95,1	57	4,9
Étranger	1 375	74,1	480	25,9
Total ^b	177 735	72,8	66 419	27,2

^aPremière langue officielle.
^bDans 38 634 cas en 1977 et 29 730 en 1978, les documents de paye ne précisent pas la première langue officielle de l'employé.
^cDans 1 cas en 1977, les documents de paye ne précisent pas le lieu de travail de l'employé.
Source : Ministère des Approvisionnement et Services

Tableau 1

Modalités d'emploi

Répartition des employés selon la modalité d'emploi, 1974 à 1978

Modalité d'emploi	1974 ^a	1975	1976 ^b	1977 ^b	1978 ^c
Plein temps—période indéterminée	235 521	248 516	251 503	253 274 ^c	245 014
Plein temps—période déterminée (six mois et plus)	16 051	16 569	15 517	16 823	15 711
Total—employés à plein temps	251 572	265 085	267 020	270 097	260 725
Intermittent (période indéterminée ou de six mois et plus)	4 999	5 407	8 705	8 189	8 832
Saisonnier	2 019	2 675	1 586	1 593	1 329
Grand total	258 590	273 167	279 314^d	282 788^d	279 207^d

^aComprend 2 353 employés qui n'étaient pas antérieurement assujettis à la Loi sur l'emploi dans la fonction publique.

^bSuite à une nouvelle analyse de l'effectif assujetti à la Loi sur l'emploi dans la fonction publique, les données de 1976, 1977 et 1978 ne peuvent se comparer aisément à celles des années précédentes.

^cComprend 4 935 employés en 1977, au sujet desquels les documents de paye ne précisent pas la modalité d'emploi. Suite à une demande du Conseil du Trésor (octobre 1978) on ne doit plus présumer que ces employés, parce que syndiqués, sont embauchés pour une période indéterminée.

^dDans 2 003 cas en 1976, 7 844 cas en 1977 et 8 321 en 1978 les documents de paye ne précisent pas la modalité d'emploi.

Note : Les personnes embauchées pour une période de moins de 6 mois sont exclues des statistiques dont rendent compte les tableaux. En 1978, on note un maximum de 2 654 en juillet et un minimum de 1 331 en décembre; la moyenne mensuelle s'établissant à 19 817.

Source : Ministère des Approvisionnement et Services

Définitions

Assimilés à la catégorie Haute direction.

Le *Manuel de gestion du personnel* du Conseil du Trésor, Annexe A, pages 1 et 2, les répertorie ainsi :

Niveau	Groupe professionnel
6	Agriculture
8,9	Architecture
6	Chimie
3	Droit
8	Économie, sociologie et statistique
7	Enseignement—Services d'enseignement
5,6,7	Enseignement universitaire
7,8	Génie et arpentage—Arpentage
7,8	Génie et arpentage—Génie
1	Mathématiques—Statisticien principal
4,5	Médecins—Officier de santé
6	Médecine vétérinaire
9	Météorologie
5	Recherche historique
3	Recherche scientifique—Chargé de recherches
10	Réglementation scientifique
6	Sciences biologiques
5	Sciences forestières
6	Sciences physiques
4,5	Service extérieur
7,8	Service scientifique de la défense
6	Service social—Bien-être social
7	Vérification

- Modalité de nomination**
 - Promotion** : signifie que le groupe et le sous-groupe de l'employé sont les mêmes, mais que le niveau est plus élevé qu'antérieurement. Peut également signifier que le groupe ou le sous-groupe de l'employé a changé, le document de nomination indiquant le passage à une échelle salariale dont le maximum est supérieur d'au moins un dollar.
 - Mutation latérale** : signifie que le groupe, sous-groupe et niveau de l'employé sont les mêmes. Peut également signifier que le groupe ou le sous-groupe a changé mais que le document de nomination n'indique aucune modification, au dollar près, du maximum de l'échelle salariale.
 - Mutation régressive** : signifie que le groupe et le sous-groupe de l'employé sont les mêmes, mais que le nouveau niveau est inférieur à l'ancien. Peut également signifier que le groupe ou le sous-groupe de l'employé a changé, le document de nomination indiquant le

passage à une échelle salariale dont le maximum est inférieur d'au moins un dollar.

- Rétrogradation** : signifie qu'à la suite d'une recommandation de son ministre et conformément à l'article 31 de la Loi sur l'emploi dans la Fonction publique, un employé est affecté à un poste comportant une échelle de salaire inférieure pour des raisons d'incompétence ou d'incapacité.
- Reconduction d'une nomination pour une période déterminée** : signifie que le groupe, le sous-groupe et le niveau d'un employé réembauché dans le même poste n'ont pas changé et que la période d'emploi totale dans ce poste est de plus de six mois.
- Reclassification** : signifie qu'un même employé reste nommé au poste qu'il occupait après reclassement de ce dernier.
- Mobilité géographique** : signifie un déménagement entre les régions ci-après : les dix provinces, la Région de la capitale nationale, les Territoires du Nord-Ouest, le Yukon et « Hors Canada ».

Les tableaux figurant dans le présent volume ont été établis en fonction des différents articles de la Loi sur l'emploi dans la Fonction publique et du Règlement afférent. La ventilation des pouvoirs entre la C.F.P. et les ministères, à laquelle correspondent les tableaux 4.1 à 4.7, se rattache à l'article 6(1) de la Loi, qui autorise la Commission à déléguer ses pouvoirs de dotation aux ministères. Les données figurant aux tableaux 5.8 à 6.1 récapitulent les processus de sélection traités dans l'article 7 du Règlement : 7b)(iii) sélections sur réertoire; 7c) avis; 7b)(ii) sélections sans concours.

Les données non disponibles ont été remplacées par des tirets (—). Les blancs figurant dans les colonnes signifient la non existence de données, comme par exemple pour le Bureau du Contrôleur général qui n'existait pas en 1977.

Le présent document fournit des renseignements détaillés sur les employés de la Fonction publique, c'est-à-dire les 279 207 personnes couvertes par la Loi sur l'emploi dans la Fonction publique. Les données fournies renseignent sur la répartition de ces fonctionnaires par sexe, groupe linguistique, groupe d'âge, salaire, catégorie et groupe professionnel; elles concernent également les nominations, cessations d'emploi et appels, la formation professionnelle, la formation des cadres et la formation linguistique.

Telle qu'elle est ici entendue, la Fonction publique ne comprend ni les employés nommés pour moins de six mois, ni le personnel nommé par décret (par exemple les sous-ministres), les agents des cabinets ministériels, la Gendarmerie royale du Canada, les Forces armées canadiennes, les sociétés de la Couronne (comme Air Canada), non plus que certains organismes fédéraux comme le Conseil national de recherches du Canada. Elle englobe, par contre, les civils travaillant au ministère de la Défense nationale et à la Gendarmerie royale. Le total du personnel employé à titre fédéral est d'environ 570 000 personnes dont moins de la moitié appartiennent à la Fonction publique proprement dite.

Les effectifs de la Fonction publique ont évolué au cours des ans, essentiellement du fait de l'inclusion ou de l'exclusion de ministères ou organismes divers et de types ou de groupes particuliers d'employés. C'est ainsi que les données 1978 incorporent les renseignements relatifs au Bureau du Contrôleur général et au Bureau du Commissaire à la magistrature fédérale. De plus, certaines modifications des définitions permettant la répartition du nombre de nominations ou de cessations d'emploi se sont traduites par de légères variations des données correspondantes. Bien que statistiquement peu significatives, ces variations rendent difficile la comparaison des données entre deux années, et le lecteur devra se garder de comparer aveuglément celles figurant dans le présent rapport à celles des années précédentes.

Entrée en vigueur le 1^{er} août 1977, la Loi sur le Vérificateur général permet à ce dernier d'exercer depuis cette date tous les pouvoirs, devoirs et fonctions de la Commission en matière de dotation de son Bureau. Toutes les données 1977 figurant ci-après englobent les cadres

supérieurs du Bureau du Vérificateur général; classes « principaux » ils ont été inclus dans la catégorie Haute direction. Pour 1978, le personnel du Bureau du Vérificateur général a été soustrait de nos chiffres.

Il est bon de retenir ici que 1 215 employés des hôpitaux fédéraux anciens combattants ont été transférés aux provinces en 1977, de même que 1 240 en 1978. A des fins administratives, il a fallu les enregistrer dans les provinces concernés. Chaque fois qu'il a été réembauchés par les gouvernements fédéraux, ils ont été réaffectés à la disposition des intéressés.

Sources des données

Les chiffres relatifs aux effectifs proviennent essentiellement des listes salariales ou de pensions de retraite du ministère des Approvisionnement et Services, ceux relatifs à la catégorie Haute direction et assimilés en matière de nominations, de cessations d'emploi, d'appels et de formation émanent des dossiers de la Commission de la Fonction publique. En ce qui concerne les effectifs généraux, les données linguistiques proviennent du Système d'information sur les langues officielles du Secrétariat du Conseil du Trésor. Toujours en matière linguistique, celles relatives à la catégorie Haute direction et assimilés concernent les nominations, les cessations d'emploi et la formation de la Commission de la Fonction publique.

Le Vérificateur général et la Commission sont dépendant connus que le personnel du Bureau du Vérificateur général serait traité exactement comme tous les autres fonctionnaires en matière de réglementation des concours et de la dotation. En outre, c'est la Direction générale des appels et des enquêtes de la Commission qui sera chargée de recueillir et de traiter les appels interjetés par ces mêmes employés contre des nominations, licenciements ou rétrogradations (articles 21 et 31 de la Loi sur l'emploi dans la Fonction publique). De plus, la Commission effectuera comme par le passé toutes les enquêtes voulues ainsi que la vérification de la dotation du Bureau du Vérificateur général.



1	Localités d'emploi
2	Nouveau de travail (Canada et étranger)
2	Nouveau de travail (Canada et étranger)
2	Nouveau de travail (Canada et étranger)
3	Nouveau de travail (agglomérations et localités) et sexe
4	Nouveau de travail (agglomérations et localités) et groupe linguistique
5	Ministère d'affectation et sexe
7	Ministère d'affectation et groupe linguistique
9	Âge et sexe
9	Âge et groupe linguistique
10	Traitement annuel et sexe
11	Traitement annuel et groupe linguistique
12	Catégorie professionnelle et sexe
13	Catégorie professionnelle et lieu de travail
14	Catégorie professionnelle et groupe linguistique
14	Catégorie professionnelle et groupe linguistique
14	Catégorie professionnelle et groupe linguistique
17	Catégorie professionnelle et groupe linguistique
20	Catégorie Haute direction, groupes et niveaux assimilés et sexe
20	Catégorie Haute direction, groupes et niveaux assimilés et groupe linguistique
22	Catégorie Haute direction et groupes et niveaux assimilés à la Haute direction et femmes
23	Catégorie Haute direction et groupes et niveaux assimilés à la Haute direction et femmes
24	Catégorie Scientifiques et spécialisés et femmes
25	Catégorie Administration et service extérieur et femmes
26	Catégorie Techniciens et femmes
27	Catégorie Soutien administratif et femmes
28	Catégorie Exploitation et femmes

26	Catégorie Haute direction et Franco-cophones
27	Groupes et niveaux assimilés à la catégorie Haute direction et Franco-cophones
28	Catégorie Scientifiques et spécialisés et Franco-cophones
29	Catégorie Administration et service extérieur et Franco-cophones
30	Catégorie Techniciens et Franco-cophones
31	Catégorie Soutien administratif et Franco-cophones
32	Catégorie Exploitation et Franco-cophones
33	Catégorie Exploitation et Franco-cophones
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44	Catégorie Exploitation et Franco-cophones
45	Catégorie Exploitation et Franco-cophones
46	Catégorie Exploitation et Franco-cophones
47	Catégorie Exploitation et Franco-cophones
70	Catégorie Exploitation et Franco-cophones

Graphiques

48	Nominations, lieu de travail et sexe
49	Nominations, lieu de travail et groupe linguistique
50	Nominations, catégorie professionnelle et exigence linguistique du poste
51	Nominations, exigence linguistique du poste et groupe linguistique
52	Nominations et postes impérativement bilingues
53	Nominations et postes non impérativement bilingues
54	Nominations et diplômés d'universités
55	Candidatures, nominations et diplômés d'universités
56	Candidatures, nominations et diplômés d'universités
57	Nominations et Programme d'emploi d'été axes sur la carrière
58	Appels et région
59	Appels et catégorie professionnelle
60	Appels et ministère
61	Appels, provenance des nominations et mode de sélection
62	Cessations d'emploi et motifs
63	Cessations d'emploi, catégorie professionnelle et sexe
64	Formation professionnelle et lieu des cours
65	Formation professionnelle et langue d'enseignement
66	Formation linguistique et catégorie professionnelle
72	Nominations, lieu de travail et sexe
73	Nominations, lieu de travail et groupe linguistique
74	Nominations, catégorie professionnelle et exigence linguistique du poste
76	Nominations, exigence linguistique du poste et groupe linguistique
77	Nominations et postes impérativement bilingues
78	Nominations et postes non impérativement bilingues
79	Nominations et diplômés d'universités
79	Candidatures, nominations et diplômés d'universités
79	Candidatures, nominations et diplômés d'universités
80	Nominations et Programme d'emploi d'été axes sur la carrière
81	Appels et région
81	Appels et catégorie professionnelle
82	Appels et ministère
83	Appels, provenance des nominations et mode de sélection
84	Cessations d'emploi et motifs
85	Cessations d'emploi, catégorie professionnelle et sexe
86	Formation professionnelle et lieu des cours
87	Formation professionnelle et langue d'enseignement
87	Formation linguistique et catégorie professionnelle
12	Evolution des effectifs
13	Fonctionnaires de la Région de la capitale nationale
21	Catégorie professionnelle et sexe
29	Catégorie professionnelle et groupe linguistique
5	Nominations et exigence linguistique
75	Nominations et groupe linguistique
76	Nominations et groupe linguistique

Avertissement

La Loi sur l'emploi dans la Fonction publique exige que la Commission de la Fonction publique rende compte tous les ans de ses activités au Parlement. Pour 1978 la Commission a décidé que son rapport ferait l'objet de deux volumes. Le volume 1 mettait en lumière les activités qu'elle a exercées au cours de l'année civile dans chacun des domaines de sa compétence. Le présent volume fournit toutes les données statistiques étayant les analyses formulées dans le premier.

L'ensemble de ces deux publications constitue le rapport annuel 1978 de la Commission de la Fonction publique du Canada.

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Volume 2
Statistiques

Commission de la Fonction publique Public Service Commission
du Canada of Canada



Rapport annuel 1978

Commission de la Fonction publique
du Canada

Volume 2
Statistiques

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Annual Report 1979

Public Service Commission
of Canada

Volume 1

Public Service Commission
of Canada

Commission de la Fonction publique
du Canada



ERRATUM

In Volume 1, page 15, Figure 6 of Chapter 1, entitled Variation in appointments to the Public Service as compared to separations from 1972 to 1979, the legend should read:

————	Appointments
.....	Separations
-----	Appointments including mis-recorded appointments.

Au Volume 1, page 15, Graphique 6 du chapitre 1 intitulé Evolution des nominations à la Fonction publique comparative-ment aux cessations d'emploi, de 1972 à 1979, la légende devrait se lire comme suit:

————	Nominations
.....	Cessations d'emploi
-----	Nominations y compris les nominations mal consignées.

Annual Report 1979

**Public Service Commission
of Canada**

Volume 1

Public Service Commission
of Canada

Commission de la Fonction publique
du Canada



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The Honourable Francis Fox
Secretary of State of Canada
House of Commons
Ottawa

Dear Minister

We have the honour to ask you to transmit for tabling in the House of Commons the Report of the Public Service Commission of Canada for 1979, published in two volumes.

It is submitted to Parliament in conformity with the provisions of Section 45 of the *Public Service Employment Act* (Chapter 71, Statutes of Canada 1966-67).

Yours sincerely,



Edgar Gallant
Chairman



Anita Szlajak
Commissioner



John Edwards
Commissioner



Structure of the Commission

The Commissioners

The jurisdictional powers of the Commission rest with the three Commissioners—one Chairman and two members—each of whom is appointed by the Governor in Council for a 10-year term with the status of deputy head. Together, the Commissioners set the overall policy in accordance with the *Public Service Employment Act*. The chief executive officer is the Chairman. A majority of the Commissioners constitutes a quorum.

Appeals and Investigations Branch

Establishes independent boards to hear appeals by public servants of alleged breaches of the *Public Service Employment Act* and regulations in such matters as promotion, demotion and release. Decisions of appeal boards are final and binding on the parties and on the Commission and can be set aside only by the Federal Court. Investigates complaints alleging discrimination in the Public Service from both employees and applicants for employment; plays the historic role of ombudsman and deals with complaints received from employees alleging harassment or unfair administrative treatment on the job; investigates complaints of questionable staffing activities brought to its attention by any source and other complaints concerning personnel matters generally. The registrar of the branch receives, reviews, classifies, allocates and follows up all appeals and complaints received and deals with inquiries relating to the work of the branch.

Staffing Branch

In accordance with the *Public Service Employment Act* and the Commission's policies and directives, establishes staffing policies and procedures, selection standards and administrative procedures for Commission and departmental staffing. Responsible for recruitment and referral of external candidates; performs staffing activities not delegated to departments; and oversees departmental staffing activities to ensure application of the Act and Regulations. Co-ordinates those parts of the official languages policy for which the Commission is responsible, determines linguistic standards for bilingual positions, and tests linguistic competence of candidates and incumbents. Responsibilities include the Career Assignment Program, the Office of Equal Opportunities for Women, and the Office of Native Employment, as well as human resources planning.

Staffing Branch

Conducts cyclical audits of staffing activities in all departments and agencies that come under the *Public Service Employment Act*, including the CSC Staffing Branch. Engages in special studies and conducts special audits on specific aspects of the staffing system and recommends changes where appropriate to improve the effectiveness of staffing in the Public Service.

Senior Executive Programs Branch

In accordance with the *Public Service Employment Act* and the Commission's policies, the branch establishes policies and systems for the recruitment and selection of individuals for senior executive positions in the Public Service of Canada; and performs planning, counselling and staffing for senior executives, as these are non-delegated activities. Responsibilities include the Interchange Canada and International Assignments Program, senior executive resource planning and policy and systems development.

Secretariat Services

Responsible for carrying out a corporate policy planning and coordination role on behalf of the Commissioners. Responds to requests for information from members of Parliament. Assures the flow of current business of the Commission.

Language Training Branch

Provides basic language training to employees on the Commission's or the client's premises. Designs and conducts specialized and developmental courses for departments and agencies. Gives advice and assistance to clients in various areas of language training: development of teaching materials to meet specific needs; program evaluation; needs analysis; consultation; testing and orientation of language trainees. The branch is essentially at the service of departments and agencies which, since 1977, have had the responsibility to ensure the language training of their employees.

Corporate Systems and Services Branch

Coordinates and co-ordinates departmental management systems through the operations of the following directorates: administration, computer services, finance, information services, personnel and internal audit.

Staff Development Branch

Provides executive, professional, managerial and supervisory training to public servants throughout Canada in response to departmental demand, by providing individualized learning activities, standard courses or training events custom-designed to suit the specific job requirements of a particular department or group of departments. Also responsible for the Northern Careers Program.



Table of Contents

	Page
Introduction	7
<hr/>	
1 A Decade of Change in the Public Service	9
2 Participation of Women	17
3 Participation of Francophones	21
4 Senior Executive Programs	29
5 Staffing	31
6 Equity in Staffing	41
7 Auditing the Management of Staffing	45
8 Redress under the Act	49
9 Staff Training and Development	53
10 Language Training Services	59
11 Internal Management	63
12 The Decade Ahead	67
<hr/>	
Appendices	
<hr/>	
I Budget of the Public Service Commission, 1979-1980	69
II Delegation of Staffing Authority	71
III Exclusions from the Public Service Employment Act	74
IV Leaves of Absence for Political Partisanship	76
V Revocation of Appointments	77



Introduction

An eventful year was concluded on December 31, 1979 as well as a decade of change for the Public Service of Canada. Chapters one, two, three and twelve of this, our fourth Annual Report as Public Service Commissioners, examine some of the many changes that have taken place over the past 10 years, review the environment likely to prevail in the forthcoming years and set out our views about the direction in which Public Service staffing and related personnel management should evolve to meet the challenge of the eighties. Chapters four to ten, on the other hand, are devoted essentially to describing the operations of the Commission in 1979. We sincerely hope that the many publics we serve (Parliament, the Government, the Canadian public, deputy ministers and other Public Service managers, individual public servants and Public Service unions) will find information that is of particular interest or concern to each of them about the policies, practices, activities and operations of the Commission.

In 1979, many of the efforts undertaken over the past few years to help bring about required improvements in the management of the Public Service were concluded or, at least, achieved important progress. The Royal Commission on Financial Management and Accountability, established in early 1977, published its findings and recommendations in March 1979. The Special Committee on Personnel Management and the Merit Principle, established in December 1977, published its report in September 1979. Both of these reports already have had considerable impact on the many initiatives under way to change or otherwise improve Public Service policies, practices and procedures; both undoubtedly will continue to influence developments in the months and years ahead.

In the field of staffing and related management concerns, we continued to revise Commission policies and practices and to develop new approaches in line with the principles and considerations set forth in our three previous Annual Reports and in our submissions to the Special Committee on Personnel Management and the Merit Principle. For example, the reader will find in Chapters four, five, six and seven, descriptions of major changes launched or carried out in such areas as senior executive programs, staffing policies and procedures and delegation of staffing authority as well as the audit and review of the management of staffing. The work done in

consultation with the Treasury Board Secretariat, the Cabinet Secretariat and departmental representatives concerning new policy proposals for the selection, deployment, promotion, and development of senior managers and senior executives is particularly noteworthy. We look forward to many of these major policy and procedural changes reaching the implementation stage in the next few months.

Once again, we wish to acknowledge the dedication of the Commission staff as well as the contribution of deputy heads and their assistants and that of staff association officials and bargaining agents. We also wish to acknowledge the immense value of the close co-operation that prevailed between the Commission and the Treasury Board Secretariat during 1979.



A Decade of Change in the Public Service

As we enter a new decade, it seems appropriate to review the decade just past. What were the major changes in the Public Service to which the Commission had to react? What were the trends in the size and make-up of the Public Service? How did the mix of skills demand change? Were rapidly growing departments and agencies¹ demanding the type of skills found in more stable departments or were such skills necessarily obtained through external recruitment? Did interdepartmental mobility increase or decrease? Did departments rely on term rather than indeterminate employment? Did the age profile of public servants change significantly so as to have impact on the reservoir of experienced employees qualified for advancement? How did the values in our society or social objectives of the government as they relate to employment matters change? These are the kinds of issues that determined the key challenges for the Public Service Commission in the past decade.

Changes in Strength

The most striking occurrence during the seventies was the rapid growth in the Public Service workforce in the first half of the decade, as shown in Figure 1.² Between 1970 and 1975, the population of the Public Service increased by some 74 000 employees, an extraordinary growth for any institution or organization to absorb. There is no single reason that explains this tremendous growth; many factors contributed to it. New government social programs were introduced during the seventies and many traditional services were extended necessitating more staff. The "baby boom", the increase in university graduates, the changing aspirations of women in Canadian life, and many other more localized phenomena, all contributed to the rise in Public Service employment.

In the first half of the seventies, these various forces affected the Public Service in different ways in various departments. The Public Service did not have a general, undifferentiated pattern of growth from 1970 to 1975. Some departments and services, such as the Unemployment Insurance Commission, had a strong upsurge in direct reaction to new government policies. Others, such as the Post Office Department, grew substantially as traditional services were extended to an increased population in urban areas. Some, like the Department of Agriculture,

maintained approximately the same size workforce throughout the decade. The implications of the increased size of the Public Service extended to all aspects of Public Service management.

A pattern of rapid growth characterized only the first half of the decade. Perhaps more significant for the future of the Public Service, was the decrease in growth in the latter part of the seventies. Austerity measures introduced in 1975 slowed the growth of the Public Service to less than one per cent per year. Since 1977, the Public Service population has actually decreased by close to 13 000 employees; this reduction is continuing and has affected the various occupational categories in different ways.

This double phenomena, of rapid growth followed by a rapid reduction, is basic to the consideration of many other trends that emerged during the seventies. The impact of both growth and workforce reductions differed substantially by occupational category during the decade (see Figure 2). The greatest increase in the Public Service was in the Operational and Administrative Support Categories, especially during the first half of the decade. From 1970 to 1975, the Administrative Support Category grew from approximately 54 000 to 74 500 employees; the Operational Category, from approximately 84 500 to 100 500. This accounts for about 50 per cent of all growth in the period. However, and perhaps more significantly, the rate of growth in the seventies was considerably higher at the officer levels of the Senior Executive and Administrative and Foreign Service Categories. During the first half of the decade, the Senior Executive Category increased by 120 per cent and the Administrative and Foreign Service Category by 88 per cent. In comparison, the Administrative Support Category and the Operational Category increased at a lower rate (38 per cent and 19 per cent respectively) but they are much larger categories. The workforce reduction in the Public Service in the latter part of the decade also had a different impact on the various occupational groups.

1. Henceforth in this report, *department* means departments and agencies.

2. All statistics in this report are based on year-end data unless otherwise specified.

In 1976, austerity reduced only the numbers in the Administrative Support Category. All other categories continued to grow, although generally at a reduced rate. In 1977, the Operational Category also began to show a decrease and in 1978, the Technical and Scientific and Professional Categories began to decline as well. It was 1979 before the Administrative and Foreign Service Category decreased; the Senior Executive Category has yet to show a decrease. Thus, in comparison with 1970, the Administrative Support Category was, in 1979, only 25 per cent larger; the Operational Category was 18 per cent larger; the Senior Executive Category increased by approximately 150 per cent; and the Administrative and Foreign Service Category increased by 99 per cent. In 1970, the Administrative Support and Operational Categories comprised 69.7 per cent of the Public Service; by the end of 1979, they represented 62.7 per cent.

This accelerated growth in the officer categories is not unique to the Public Service, although there were some factors

within the Public Service environment of the seventies that helped fuel this growth. The demand for greater financial accountability and the growing complexity of financial matters led to an increase in the number of financial officers in the Public Service. The Financial Administration (FI) group increased by 160 per cent during the decade and now numbers 2 418. Administering a selection system based on the application of merit became increasingly difficult because of language issues, elaborate procedures and regulations in documentation and the aspect of human rights. The increasing importance of training and development, classification and staff relations, together with the pressures to increase the participation of under-represented groups, also contributed to the increase in the Personnel Administration (PE) group. The number of PEs virtually doubled during the seventies. New technology increased computer service units throughout the government, with an attendant doubling of Computer Systems (CS) officers. Policy advisors became more commonplace in a Public Service dealing with complex questions of social

policy on a day-to-day basis; the Economics, Sociology and Statistics (ES) group, for example, grew by 145 per cent between 1970 and 1975, slowed thereafter, and declined from 1978 onwards. In essence, the administration of government, as opposed to the direct provision of government services, became an increasingly complex task during the decade.

The increase in the number of senior personnel appears to have had at least two major impacts on the Public Service. In the first place, the proliferation of responsibility centres led to fears that the systems of financial accountability in place at the beginning of the decade were inadequate. The increasing importance of the role played by the Auditor General, the Office of the Comptroller General of Canada and the Royal Commission on Financial Management and Accountability all received their impetus, to some extent, from the tremendous growth of the Public Service, and especially of the senior Public Service

Figure 1
Variation in the Public Service population from 1946 to 1979



Note: Data from 1960 to 1966 include full-time and part-time employees under the *Civil Service Act* of 1961. In 1967, approximately 40 000 "prevailing rate employees" and other groups were integrated into the Public Service with the promulgation of the *Public Service Employment Act*. From 1967 to 1975,

employees of less than six months were also included in the workforce. However, seasonal and part-time employees were excluded for the purposes of calculating these data.
Source: Department of Supply and Services

well, the proliferation of senior management jobs and the resultant loss of homogeneity in that group of employees, necessitated efforts for the establishment of a special management category. The existence of such a category would enable the development of specific personnel policies appropriate for those entrusted with responsibilities of management.

In prospect, one of the more significant changes was the growth in demand for per-

sonnel capable of analysing complex policy issues and coordinating policy development across a variety of organizations whether intradepartmental, inter-departmental, federal-provincial or international. Experiments were undertaken with new organizational forms such as the Ministries of State for Science and Technology, Urban Affairs and most recently, Economic Development. The capacity in this area of traditional central agencies such as the Privy Council Office

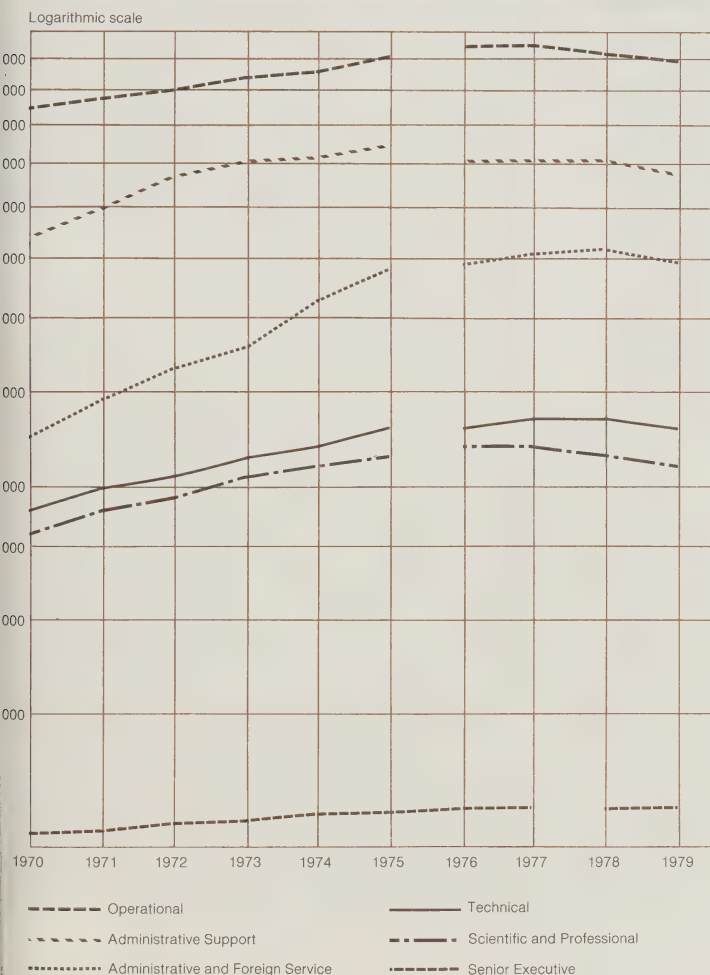
and the Treasury Board Secretariat was reinforced and similar upgrading occurred in most departments. The overall demand far outstripped the supply and external recruitment even reached out of Canada. By the end of 1979, the central machinery of government had become much more elaborate with, in addition to the three traditional organizations (Privy Council Office, Department of Finance, Treasury Board Secretariat), the new Ministries of State for Science and Technology, Economic Development, and the Office of the Comptroller General. Partly due to the growth of the central machinery and partly because the constituent organizations tend to be training grounds (officers come into the centre for limited periods and then move out to line departments), the appointment activity for these central organizations of government during the decade was considerably higher than size alone would suggest.

During this period of growth, the objective of ensuring that the senior levels of the Public Service reflect the mosaic of Canadian society continued to have a high priority. An analysis of the senior executive population indicates that the proportion of all senior officers has remained representative of the regional demographic characteristics of Canada. More specifically, as of December 31, 1979, based on criteria that include location of educational training and early work history, British Columbia has supplied 5.8 per cent of these officers, the Prairie provinces 13.0 per cent, Ontario 34.5 per cent, Québec 20.9 per cent and the Maritime provinces 7.9 per cent. Individuals who are considered to be from outside Canada (17.9 per cent) are Canadians who, native-born or naturalized, were educated abroad or are returning from positions abroad.

In addition, the appointments of recent graduates across the country, in most cases, are consistent and relative to the number of university graduates within each region. University recruitment programs have attracted graduates from every region in Canada. The average of appointments over the past five-year period indicates that the ratio of graduates appointed from British Columbia is 3.8 per cent, the Prairie provinces 8.8 per cent, Ontario 53.1 per cent, Québec 22.9 per cent, the Maritime provinces 10.4 per cent and 1 per cent from outside Canada.

Another phenomenon of the seventies was the emergence of new review and investigative bodies and the reinforcement of

Figure 2
Variation in the Public Service
Population by category from 1970 to 1979



Until 1975, employees of less than six months included in the workforce. Until 1977, employees listed on an acting basis to the Senior Executive category were included.

Source: Public Service Commission (Senior Executive Category) and Department of Supply and Services (other categories)

those that already existed. The Office of the Auditor General of Canada expanded considerably; the Commissioner of Official Languages' mandate was established and the Canadian Human Rights Commission, with the associated office of the Privacy Commissioner, came into being.

Age Profiles

The intense growth of the Public Service in the early seventies significantly changed the age profile in the Public Service for the decade (see Figure 3). The age profile in 1970 showed a bi-modal or double-peaked profile, with the emphasis on the 45 to 55-year-old age group comprising approximately 30 per cent of the Public Service workforce and on the 20 to 30-year-old age group comprising about 20 per cent of the workforce. The age profile for 1979 shows substantial change. Approximately 43 per cent of Public Service employees are now under the age of 35, compared to approximately 30 per cent in 1970. Approximately 20 per cent of the workforce is now between the ages of 45 to 55, compared to over 30 per cent 10 years ago. There are several explanations for this significant shift. Many veterans of the Second World War who entered the Public Service in the late forties and early fifties retired during the decade; many of their jobs went to younger, sometimes substantially younger, employees. As well, a large influx of young people entered the Canadian job market during the seventies and the Public Service, like other employers, increased its intake of this group.

The rejuvenation of the Public Service in the seventies has had, and continues to have, a major impact on Public Service personnel management. The general level of experience in the Public Service dropped during the decade. For example, many young people, after two or three years' experience, found themselves in positions that their predecessors had assumed after seven or eight years' experience. However, it might be argued that the youthfulness of the Public Service in the seventies allowed it to adapt more successfully than an older workforce might have to the substantial change that swept over the service during that period. With the advent of collective bargaining, the increasing participation of women and francophones in the Public Service, the introduction of new management techniques and of the bilingualism policy in the federal government, it is difficult to imag-

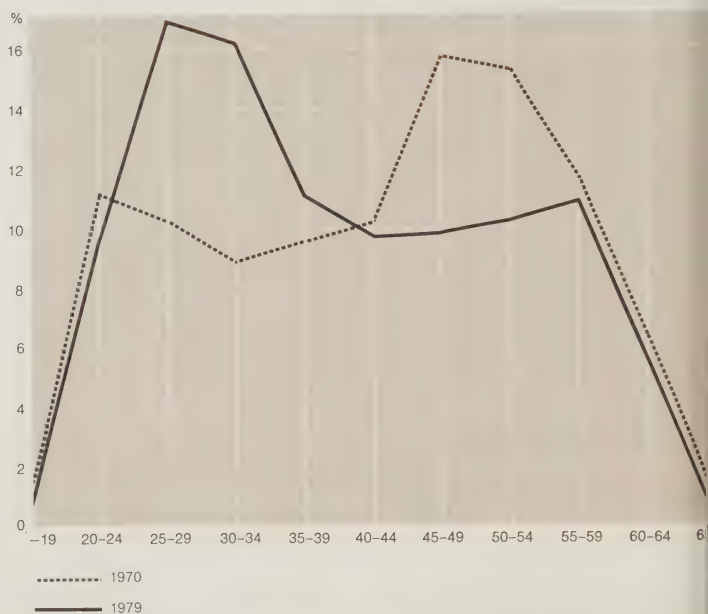
ine these programs being successful in a Public Service with over a third of its employees within 10 years of retirement. The post-war children brought with them a spirit of modernization to the Public Service, a spirit that coincided with the major changes taking place in its structure. However, it would be unfair to suggest that the changes of the seventies were not without their accompanying stresses and strains. Language training, as well as professional development training, became a phenomenon of the decade; personal counselling took on a new importance.

The career expectations of these new, young employees differed widely from their older colleagues. The notion of a career in the Public Service was one that developed gradually among these employees during the decade. The rapid growth of the Public Service in the early seventies led many of these employees to believe that advancement was almost an automatic occurrence. Employment opportunities were in abundance and for many, promotions were quick and occurred often. This was by no means limited to the managerial and

officer levels. Of course, this climate of opportunity became constrained in the middle of the decade and it is now diminished. The eighties will tell how the Public Service reacts to a climate of austerity, a Public Service with many employees who experienced rapid advancement in their early working years.

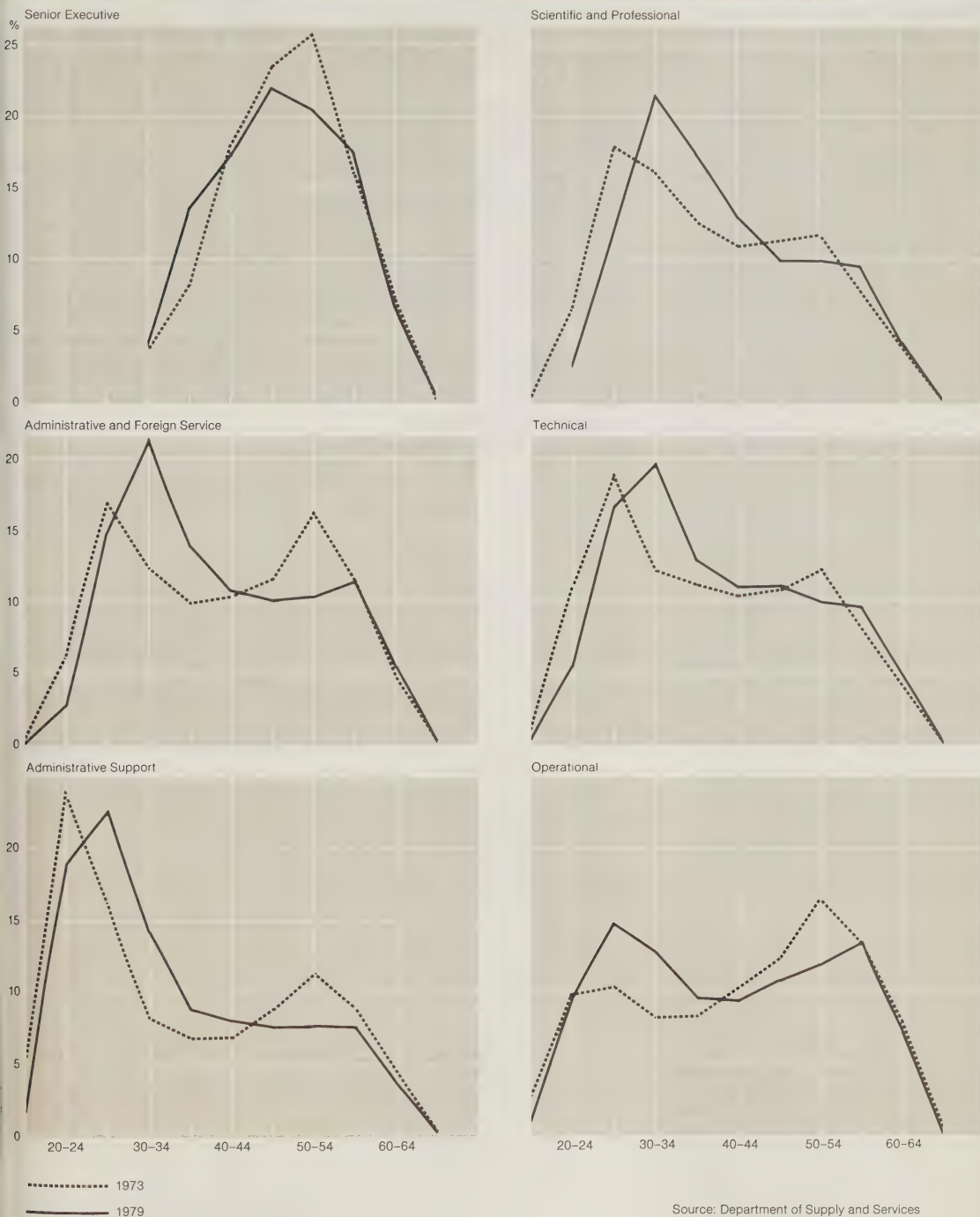
An examination of age profiles by category shows some significant differences (see Figure 4). The highest concentration of employees reaching retirement age can be found in the Senior Executive and Operational Categories, though the proportion of employees from 55 to 65 in the Operational Category has decreased over the decade. Some categories, like the Technical and the Scientific and Professional, have experienced normal patterns of aging in the seventies. The Administrative Support and the Administrative and Foreign Service, two categories where a great deal of recruitment occurred in the seventies, have significantly larger proportions of young people in their ranks. In 1979, 42 per cent of employees in the Administrative and Foreign Service Category were under the age of 35.

Figure 3
Age profile of the Public Service population, 1970 and 1979



Source: Department of Supply and Services

Figure 4
Age profile of the Public Service
population by category, 1973 and 1979



Changes in Types of Employment

The growth patterns in the seventies influenced recruitment, promotions, separations, retirements and other aspects of employment. The first factor to be considered when analysing appointment trends in the seventies is that there are different classes of employment in the federal Public Service and employment practices, in many cases, differ by type of employment. There are two types of employment, indeterminate and term, which can be divided into full-time, part-time, and seasonal. However, the enormous change in population did not affect equally these various types of employment (see Figure 5). The changes in population within the Public Service during the seventies are almost entirely attributable to full-time, indeterminate employees. The number of term employees remained remarkably stable for a decade marked by significant shifts in population. The same is true of seasonal employees. Part-time employees did increase in number over the latter half of the decade, a phenomenon with potentially great implications for the employment of women in the Public Service. However, the fact remains that it was in the Public Service comprised of full-time, indeterminate employees that the dramatic changes occurred in population.

The growth and subsequent decrease in the size of the Public Service led to many significant changes in staffing practices during the seventies. During the expansion years, appointments to and separations within the Public Service, ran roughly parallel to one another. However, in the past few years, appointments to the Public Service have fallen off. Increased staffing activity is being concentrated inside the Public Service to redeploy employees declared surplus or laid off and even then, transfers and extensions of terms far outpace promotions as a means of mobility.

The net effect of reduced recruitment on Public Service population figures can be seen by comparing recruitment and separations. The rate of recruitment was well ahead of separations in the first half of the decade, contributing to an increase in total population (see Figure 6). Starting in 1975, the gap between the two narrowed, until 1978, when separations outnumbered recruitment for the first time in the decade. It should be noted that in making these calculations, the recruitment figures have been adjusted to include the approximately 10 000 to 15 000 employees per year who enter the Public Service with appointments of less than six months but who are subsequently appointed beyond the six-month period during the year. These subsequent appointments have been con-

sidered as appointments *within* the Public Service; these mis-recorded appointments more properly should be considered as appointments *to* the Public Service.

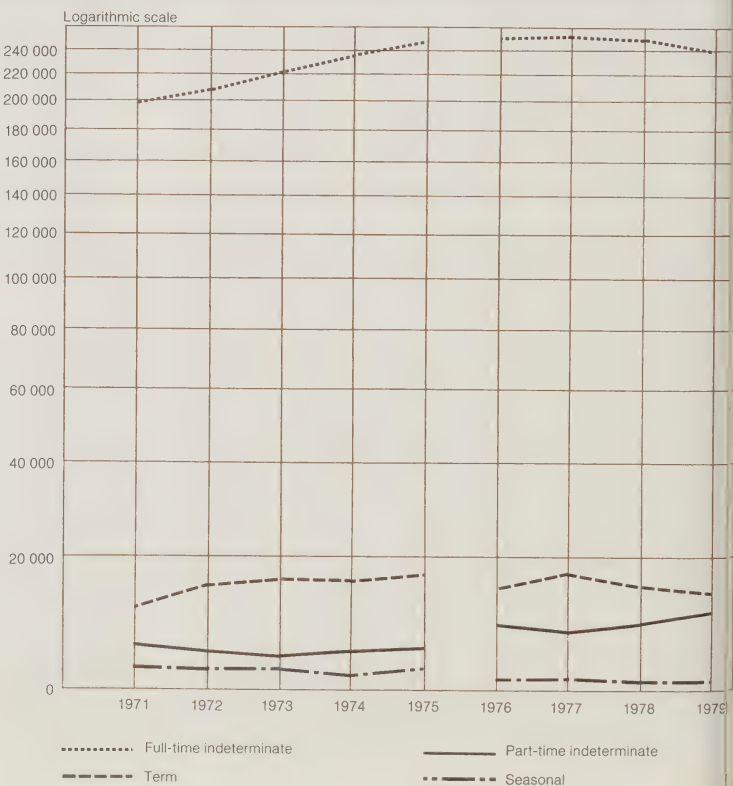
In the same way that movement into the Public Service has been restricted over the past five years, certain types of internal movement have been similarly affected. In 1979, for the first time in a decade, the number of appointments within the Public Service decreased. However, even in the years preceding 1979, when total internal appointments were increasing, care must be taken to identify the trends for the various classes of appointments that make up this total figure.

Traditionally, a promotion has been regarded as the major means of career

progression in the Public Service. Promotions were recognition of superior performance and satisfied the career aspirations of employees. For example, over 16 per cent of the Public Service workforce was promoted in 1974, approximately 42 000 individuals.

The decline in promotional opportunities has not diminished the need to reward superior performance or the career aspirations of public servants. In the past few years, other means of mobility, especially transfers, have filled the void created by the decline in promotions. A transfer is a personnel action that may be used for a variety of reasons. Many transfers are on administrative technicalities that allow the movement of individuals but do not seriously affect the content of their jobs.

Figure 5
Variation in the Public Service population by type of employment from 1971 to 1979



Note: Until 1975, employees of less than six months were included in the workforce. Also included were part-time employees for an indeterminate and specified period.

Source: Department of Supply and Services

transfers result from unit reorganization and have the effect of redistributing within an organization. However, transfers appear to be used more often as means of career mobility to allow employees opportunities to gain new experience. Intradepartmental transfers, transfers involving a change of occupational group, have remained constant since 1976, the first year that data systems permitted the recording of these elements, while recruitment and promotions have been dropping rapidly (see Figure 7).

The growing importance of transfers as a management technique and the attendant concern for their proper regulation led the Commission, in 1975, to consider intradepartmental transfers as they had interdepartmental transfers, and record them as appointments. The volume of transfer appointments in the seventies testifies to several developments, not the least of which is the

amount of "career correction" that became necessary in a Public Service where opportunities abounded. It seems that many public servants did not hesitate to enter the Public Service in a given department and in a given occupational stream, knowing they could change their direction, by means of a transfer, once inside. After 1975, when promotional opportunities began to decrease, transfers became an increasingly important type of job mobility.

Both recruitment and internal movement are seen as indices of change within an organization. Recruitment to an organization allows an influx of personnel from the outside, usually with new ideas and a variety of experience. Promotions within an organization reflect the ability of that organization to train, retain and advance its employees to more senior posts. A healthy balance of the two is necessary to

maintain an appropriate equilibrium within any organization. What is an appropriate equilibrium is difficult to gauge but it is doubtful whether it existed in the rapid growth years or in the more recent years of major cut-backs.

The question of the application of merit to transfers may require some renewed attention. In the Public Service of the early seventies, when promotional opportunities abounded, transfers generally were restricted to employee movement where the formal application of merit was not seen as a priority. However, the limitation in promotional opportunities in the late seventies has resulted in increased pressure to regard transfers as part of the competitive process. This pressure, however, must contend with the fact that a transfer is also a means of rapidly meeting changes in priorities or organization. The need for efficiency and speed in effecting

Figure 6

Variation in appointments to the Public Service as compared to separations from 1972 to 1979

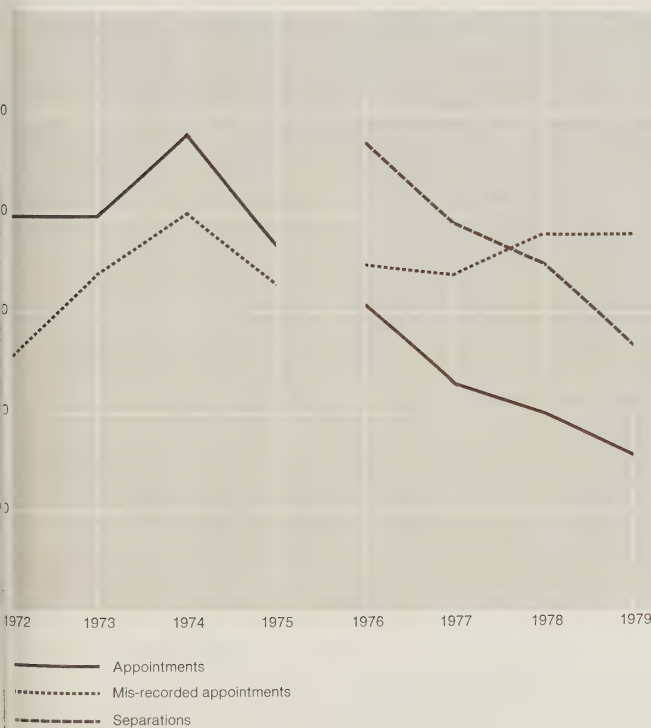


Figure 7

Variation in appointments to and within the Public Service from 1976 to 1979



Note: Transfers include downward transfers but not extension of terms.

transfers remains a legitimate priority for Public Service managers.

Over the past few years, the change in recruitment and promotion patterns in the Public Service has increased interest in separations. In the same way that any organization needs a certain intake from outside its ranks to remain active and healthy, a certain number of departures are inevitable and, to an extent, desirable in the Public Service. However, the relative difficulty in filling these vacancies has led some personnel managers to look at separations with a fresh eye, to determine whether some of the trends might be moderated. Throughout the decade, the separation curve has been virtually the same as that of the population, with a change in the last two years. In the early part of the decade, separations increased as population increased, partly due, one supposes, to a fairly free and easy job market that exacted few penalties from those who changed jobs frequently. In the mid-seventies, the population began to stabilize as did separations, at about 32 000 per year or approximately 12 per cent. However, in the past two years, separations have been increasing.

People separate from the Public Service for a wide variety of reasons—some resign, some retire and others are released. Throughout the decade, about half the separations from the Public Service, in any given year, were resignations. Some of these resignations are clearly voluntary, such as when employees leave the Public Service for outside employment; some are clearly involuntary, for example, when employees leave for health reasons.

However, other reasons for separation are more clearly voluntary or involuntary. Releases, whether for incompetence or incapacity are involuntary separations; so are compulsory retirements at age 65. Elective retirement, on the other hand, is a voluntary separation. Several trends have occurred over the past five years or so, since the beginning of detailed data collection on separations. Over that period, the number of compulsory retirements dropped yearly, due likely to the decreasing number of public servants in the 60 to 65 age group. However, elective retirements have been increasing, a situation only partly attributable to the accession of a greater number of public servants into the appropriate age group. An increasing number of public servants appear anxious to take advantage of the early retirement provisions available to them. Over 4 000 retirements occurred in 1979, capping a steady increase over the course of the last

half of the decade. Involuntary separations are showing an increase from, for example, 4 900 in 1976 to 5 800 in 1979. The increase in lay-offs and in rejections on probation have contributed to a large part of this.

Perhaps history will record the Public Service of the 1970s as an exception—a time when extreme growth became the rule in the Public Service, followed by an inevitable but painful cut-back. On the other hand, the seventies may be viewed as the period when the Public Service became a modern administration, with the permanent inclusion of the kind of specialized personnel necessary in a large contemporary organization. Population levels in the future thus may maintain a good percentage of the levels they achieved in the mid-seventies. Whatever the eventual historical verdict, it is clear that the strains placed on the Public Service in the seventies have given rise to a series of problems and unique conditions that are the legacy for the eighties. How those problems are solved will determine the extent to which the Public Service can remain a healthy and vital organization.

Participation of Women

The *Annual Report 1978* devoted a chapter to an analysis of the participation of women in the Public Service. It was noted that further progress was still necessary. At the same time, it stated that,

... most women, whether applying for entry into the Public Service or seeking advancement within, are being considered on an equal basis with men.

This chapter provides a follow-up on the areas highlighted in the *Annual Report 1978* and outlines the Commission's current strategy that will form the basis for future action.

Statistical Overview

- The participation rate for women in the Public Service increased from 34.2 per cent in 1978 to 34.6 per cent in 1979. Viewed differently, the number of men declined by 3.9 per cent between 1978 and 1979 while the number of women declined proportionately less (2.0 per cent).
- The proportion of women in officer-level positions increased from 19.3 per cent in 1978 to 19.8 per cent in 1979.
- The number of women in the Senior Executive Category increased from 40 at the end of 1978 to 50 by the end of 1979. The number of men increased by eight during the same period.
- Of new recruits from outside the Public Service, 49.2 per cent were women—much higher than their present participation rate in the Public Service (34.6 per cent).
- While the total number of promotions in the Public Service was down by 20.2 per cent, 43.5 per cent went to women—again, well above their participation rate.
- As in previous years, the separation rate for women remained alarmingly high, women accounting for 47 per cent of all separations, far exceeding their participation rate and close to their recruitment rate.

Commission Strategy

While it may be an over-simplification, it is possible to discern a series of stages in the evolution of the federal program of equal

opportunity for women since its inception in the early seventies. The priority has shifted successively from one focus to another each, nevertheless, maintaining its importance.

The first stage that might be termed as "general consciousness raising", saw the establishment of the Commission's Office of Equal Opportunities for Women, the emergence of departmental EOW co-ordinators, newsletters, external lobby groups and the Government's establishment of the Advisory Council on the Status of Women. Much of this stage was devoted to organizing women and sensitizing both men and women to the explicit and implicit forms of discrimination faced by women in the Public Service, a reflection of their position in society generally.

In the middle seventies, this general consciousness raising led to the initiation of actions to eliminate the more obvious forms of discrimination. Steps were taken to ensure women were considered as candidates for positions at all levels, were more frequently chosen as selection board members and were offered opportunities for training such as the Career Assignment Program and the Senior Management Development Program. Some significant decisions were made such as an appeal board judgement that women could not be excluded from letter carrier jobs on grounds of sex, although men or women could be excluded if found to be lacking sufficient physical strength.

In the later seventies, this approach became more sophisticated with annual departmental action plans and labour market surveys being developed. Many occupational groups that had been essentially male bastions opened their doors to greater numbers of women, such as agricultural officers, lightkeeper, and air traffic control groups. In early 1979, an exclusion order was passed allowing an experiment to be carried out whereby female correctional officers would be recruited to work in male institutions.

This second stage has certainly led to a much healthier situation on the appointment front, but the approach has tended to conform to the view that fairness and equality of opportunity for women means treating women like men. In the past year, a third stage has become more pronounced. Many personnel policies were

developed in the past with male employees primarily in mind. Fairness and equality of opportunity should result in additional policies being designed primarily with women in mind. Specific problems faced by women employees should be identified and confronted resulting, where appropriate, in new policies being designed to alleviate them.

This orientation is occurring in conjunction with a more widespread recognition that the very real problems faced by some groups of women are not experienced by others. For example, the single woman graduating from university after benefiting from equal access to educational facilities does not need or warrant preferential treatment or special measures to enter the Public Service; in contrast, for the mature woman, unlike men her age, educational opportunities were not as open because of traditionally held values. The rapidly growing number of women workers encounter serious problems when their spouses transfer to another part of the country or are sent on a rotational assignment overseas (the reverse case of men following

their working wives is still rare). Many mothers of pre-school children feel a very strong need to remain at home or at least to give up full-time employment even though they wish to return later to their careers. Many women, who decided at an early age to follow traditional female occupational pursuits such as secretarial work, believe they have the capacity to acquire, through evening courses, the qualifications for higher level jobs and to seek appointment from Administrative Support ranks to the Administrative and Foreign Service Category. Others are in female-dominated occupational groups where salaries do not appear to be commensurate with the concept of equal pay for work of equal value. The positive consequences of this more focussed attention on specific problem areas are beginning to emerge and some will benefit individual men as much as the primary target, women.

Recognition of Volunteer Work in the Selection Process

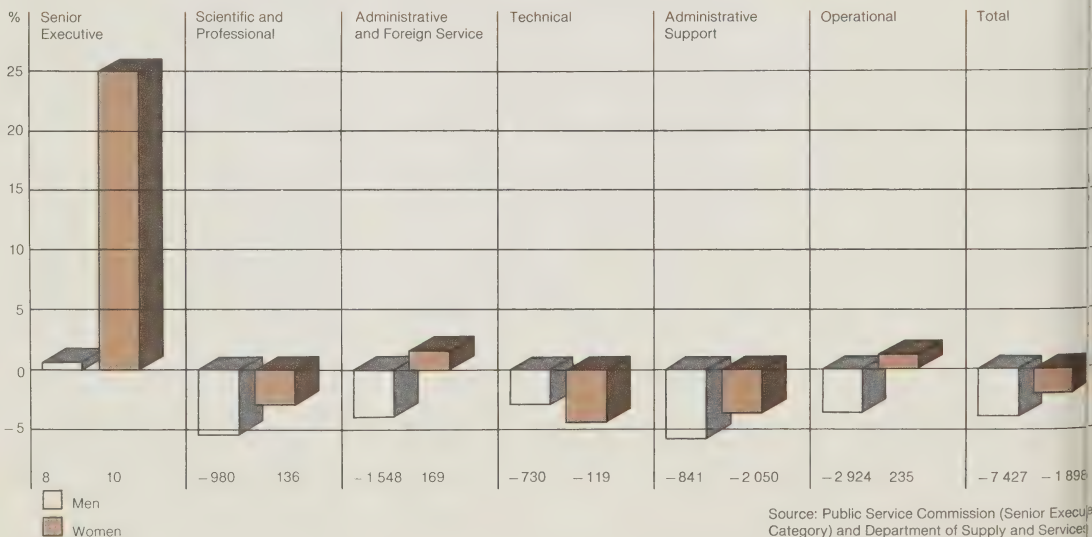
The Public Service Commission issued a Staffing Bulletin on the evaluation of

experience gained through voluntary work. This bulletin states that candidates, through their voluntary work experience, may have acquired potentially valuable experience in terms of knowledge attained and skills and abilities developed. The bulletin helps define the experience factor on the statement of qualifications so that responsible staffing officers can consider the type of experience required for the position and not necessarily the manner in which it was acquired. In this bulletin, staffing officers are asked to encourage candidates to include and elaborate on any voluntary work experience that may be pertinent to the position. In addition, employment application forms allow candidates to describe their related work experience including experience gained through voluntary work.

Use of Salary Bands in Selection

To prevent managers from unduly limiting the range of candidates for a particular vacancy, the Public Service Commission since it revised delegation of staffing authority in 1974, set minimum areas of

Figure 8
Change in the percentage of men and women in the Public Service, 1978 and 1979



Source: Public Service Commission (Senior Executive Category) and Department of Supply and Services (other categories)

petition, generally wider for the more senior jobs, to ensure the manager considered candidates from other departments. At the same time, in order to limit candidates to a reasonable number and to those most likely to qualify in the competition, the Commission initially allowed departments to select out the occupational groups and levels in which potential candidates must be classified. This created some anomalies in the use of strong candidates in some occupational groups and levels were excluded. In 1979, a new policy was issued which had the effect of encouraging departments to remove artificial barriers such as groups and levels and salary bands.

Associations and women's groups have opposed these limiting devices viewing them as artificial barriers, which of course they are. Conceptually, the idea is to set out clearly the criteria for the job (desired skills, abilities, experience, personal suitability) and let the best person win, regardless of the job he or she is. However, the staffing process must also take into account equity and merit considerations and the need for efficiency in government departments. A manager, fearing the prospect of dozens of applications as a result of removing salary bands, may merely remove further unnecessary or more demanding criteria that would constitute another barrier of artificial barrier.

Considerable discussions took place on this problem, which has become more acute with the growing number of employees who, out of necessity have to take jobs below the level suggested by their qualifications; that is, many with university degrees or extensive volunteer

Table 1
Rate of resignation of women as compared to rate of participation

	Percentage rate	
	Resignations	Participation
Organizational		
For executives	0.0	3.7
For managers	14.7	6.7
For non-managers	20.7	11.1
For clerks	42.1	28.4
For support staff	61.9	44.0
	54.8	34.6

Most employees of the Administrative Support Operational Categories are included in "Support" while all employees of officer categories are included among the officer, middle manager and manager levels. The senior executive level includes SXs and acting SXs. The senior manager includes all SX equivalents and employees of groups and levels staffed by the Senior Management Directorate of the PSC.

experience are employed in clerical ranks. As a consequence, a Commission policy was issued stating that salary bands should not be used except in certain defined circumstances. The early indications are that, increasingly, competitions are being held without the use of restricting salary bands.

Separation Rates

As envisaged in the *Annual Report 1978*, a study was undertaken on women's high rate of separation from the Public Service. The study, focussing on the period 1976 to mid-1979, confirmed that the primary cause for separations was voluntary resignations rather than retirements, lay-offs, deaths or discharges. The different pattern of resignation at various organizational levels is well illustrated in Table 1.

The pattern was essentially similar for the three years preceding 1979. While it was known in advance that women resigned more often than men, it was surprising that the disparity increased at senior managerial levels where the proportion of women among resignations was twice as great as the participation rate.

Table 2

Reason	Rate per 1 000 employees	
	Men	Women
Other employment	23	24
Return to school	3	6
	26	30
Family responsibilities/ maternity	*	11
Relocation of spouse	*	12
Health	2	6
	3	29
Other and unspecified	26	64
* Negligible		

The study of resignations also revealed sharp differences between the reasons given by men and women employees, although the data is more difficult to interpret due to the substantial proportion of those resigning who gave no reason for doing so.

Despite the deficiencies of the data, it is clearly evident that family-related issues are a major factor underlying the resignations of women whether due to the conflict many women face in running a home as well as holding down a full-time job, or due to the relocation of their spouses. Several immediate consequences of this study are:

- renewed effort, nearing completion, led by the Treasury Board Secretariat to develop a better policy on part-time employment. Even in the absence of this policy, it is noteworthy that the number of women employed part-time has risen in recent years—an increase of 19 per cent between 1976 (5 577) and 1979 (6 644) despite the net workforce reduction in the Public Service of 2.9 per cent during the same period.¹
- examination of a policy whereby employees (primarily women) could leave the Public Service for up to five years to raise pre-school children while maintaining their right to compete in internal competitions. This would offer employees, in whom the Public Service often has invested considerable resources in on-the-job or off-the-job training, a much greater chance of re-entry.
- examination of a policy whereby a public servant whose spouse is relocated would have first referral on any vacant jobs for which the employee is qualified in the new location.
- further studies are being launched, primarily aimed at learning about the "Other and unspecified" reasons for separations.

Together with changes underway to a variety of other Treasury Board policies, it is highly probable that women public servants shortly will see more options made available. There is little doubt that some men also will choose to benefit in similar situations. In some cases, the lead for these initiatives is vested with the Treasury Board Secretariat, while others rest with the Commission. However, in developing any new initiative in this area, there always is close coordination between the two central agencies and with departments, bargaining agents and organizations such as the Office of the Coordinator, Status of Women and the Advisory Council on the Status of Women.

Bridging Policies

In consultation with the Commission, the Treasury Board Secretariat launched a study to determine whether new policies were required to enable women with high potential to move from the Administrative Support ranks (mostly clerks and secretaries) into officer-level positions. While many women choose clerical and secretarial careers, others take these jobs with the hope of advancing to more challenging jobs.

1. This net workforce reduction takes into account for the corrections applied to the Postal Revenue Sub-Group B.

Although in recent years austerity measures and cut-backs slowed and constrained opportunities within the federal Public Service, the study found that more than 8 000 employees moved from support positions into officer categories between 1976 and the end of 1979. Significant and increasing percentages of such promotions (52 per cent in 1976 to 60 per cent in 1978) were obtained by women.

The Treasury Board Secretariat study concluded that the current "Bridging Policy" has achieved significant results despite the less than optimum conditions during the period 1976 to 1978. Nevertheless, concern still remains as to whether the process leading to the inter-category movement ensures that those with the greatest potential are, in fact, the employees selected. The reduced use of salary bands in competition should mitigate this concern. During 1980, a further study will be conducted to determine if this optimism is justified.

Progress on More Traditional Fronts

In 1979, further action was undertaken towards more traditional goals.

- Guidelines were issued regarding the presence of women on selection boards.
- Information was disseminated. During the period September 1978 to September 1979, the Office of Equal Opportunities for Women received more than 1 900 requests for information and distributed nearly 13 000 information packages.
- Three pamphlets were added to the series entitled: *Out of the Classroom: Into the Workforce*. The series is designed for high school girls, on non-traditional areas of employment; these include:
 - a) *Careers in the General Technical Field in the Federal Public Service*;
 - b) *Careers in Engineering and Scientific Support in the Federal Public Service*;
 - c) *Careers in Drafting and Illustration in the Federal Public Service*.
- Also published: *Women in the Canadian Public Service as of March 1978* (Vol. I and Vol. II); *Response of the Public Service Commission to Departmental Action Plans on Equal Opportunities for Women*; *The Private Sector Training Inventory* (1979).
- A wide range of training workshops on various women-related issues was undertaken, including new courses offered by the Staff Development Branch, Assertiveness Workshop and Women in Organizations, in addition to EOW modules in the courses for staffing officers and managers.
- The Commission initiated a pilot project for women in the Biological Sciences (BI) and Financial Administration

(FI) groups in the National Capital Region with the objective of increasing the participation of women; departments were asked to support the pilot project that operated from April 1, 1978 to March 31, 1979. At the beginning of the pilot project, women's participation in the FI group stood at 15.8 per cent; on April 1, 1979, women's representation had grown to 16.9 per cent.

- The performance review and employee appraisal policy, issued jointly in 1979 by Treasury Board Secretariat and the Commission, states that managers should be assessed on how they act on policies concerning under-represented groups, that is, francophones, women, natives.
- An exclusion order was passed in early 1979, whereby recruitment limited solely to women is permitted for some jobs in selected male penitentiaries in order to determine the feasibility of women working in such institutions as correctional guards. Eight women now are employed at the Saskatoon Psychiatric Centre, ten women in the Pacific Region and nine in Québec; there have been few drop-outs during the training period. This experiment in the Canadian Penitentiary Service is being monitored by both the Commission and the Canadian Human Rights Commission.

Significant progress was achieved in 1979 and all indications suggest that 1980 holds more promise for further change. It would appear that there is much greater willingness to isolate and resolve problems and less confrontation among those involved. There is an acute awareness that with the likely continuing impact of austerity, less reliance can be placed on recruitment from outside and that more emphasis will need to be placed on training and development for women already in the Public Service.

Participation of Francophones

A Decade of Catching Up

It was not until the early seventies that the Government's policy statements and corresponding administrative action filtered down to the daily life of the federal bureaucracy, and administrative documents began to reflect, in actual numbers, the status of francophones in the Public Service¹. It is not the purpose here to review the entire history of the impact of French-speaking Canadians in the federal bureaucracy or to analyse, in detail, the results of the measures adopted to ensure that francophones participate fully in government affairs. The aim of this chapter is to assess the overall situation after a decade of efforts guided by merit—efforts in which the Commission has played a special role. Changes since the early seventies will be referred to occasionally, but the emphasis will be chiefly on developments over the past four years. It was in these latter years that austerity measures were first introduced and workforce reductions occurred in the Public Service. These years will set the tone, to some extent, for developments in the immediate future.

Participation

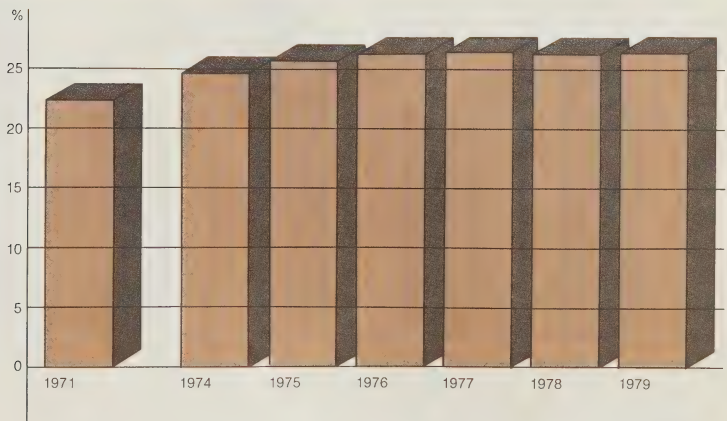
Francophone participation in the Public Service rose from an estimated 22.3 per cent in 1971 to 26.5 per cent in 1979, corresponding quite closely to the percentage of francophones in the Canadian population (1976 Census).

By far, the most significant increases in francophone participation occurred in the proportion of francophone officers and managers which increased by half in 10 years to reach 23 per cent, still below the general average of 26.5 per cent for the Public Service as a whole (see Figure 10). Within the four occupational categories of officers and managers, francophones are well represented in the Administrative and

1. The statistics in this chapter and the tables are based on several different definitions of the two language groups. The most common definitions relate to the employee's first official language and preferred language of work. It should be noted that the statistics for the total number of employees include those whose language group was not specified, although the latter are not included in the percentage breakdowns by language group.

Figure 9

Variation in the participation of francophones in the Public Service from 1971 to 1979



Note: The percentage for 1971 is an estimate. Data for 1972 and 1973 are not available.

Source: Department of Supply and Services

Foreign Service Category (27.2 per cent); their participation is lower in the Senior Executive (21.2 per cent), Scientific and Professional (19 per cent) and Technical (18.4 per cent) Categories. It should be noted that if language teachers are excluded, the percentage of francophones in the Scientific and Professional Category is 16 per cent. It was the reduction in the number of employees in this group that led to the decrease in the proportion of francophones in this category—the only one in which there was such a decrease; the decrease was most significant in 1979.

Despite these substantial increases at the manager and officer levels, francophones remain more heavily concentrated in the Administrative Support and Operational Categories (67 per cent of all francophone employees in 1979) than their English-speaking colleagues (60 per cent). As noted in Figure 11, which indicates the organizational levels of Public Service employees, francophones comprise 25 per cent of officer-level employees, including supervisors and 20 per cent of employees at the managerial levels, including senior officers. One of the factors that accounts for this situation is the young age of francophones and their more recent entry into the Public Service.

Regional Participation

The regional distribution of francophone employees has changed minimally over the past 10 years, except that the trend toward greater concentration in Québec, and to a lesser extent in the National Capital Region (NCR), has continued gradually (see Table 3). Thus, francophone employees are concentrated mostly in Québec (60 per cent), where they are more than proportionately represented and in the NCR (33 per cent) where their participation rate is almost proportional to their population rate and in the province of New Brunswick and northern and eastern Ontario where their participation rate is 3 per cent. The latter regions are grouped together because of their substantial French-speaking minorities. There has been some increase in the francophone participation rate in these regions, although it is still well below the proportion of francophones in the population (33 per cent in New Brunswick and 31 per cent in northern and eastern Ontario, according to the most recent Census).

Departments

There has been no significant change in the distribution of francophone employees among the various departments. Franco-

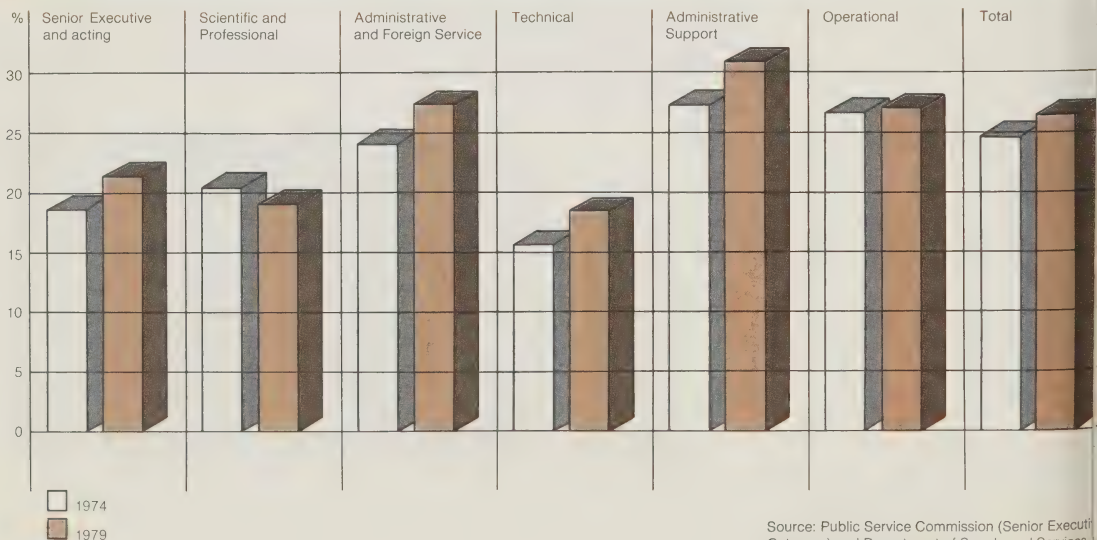
phones are still more concentrated in departments responsible for administrative or service to the public. These disparities are summarized in Table 4, where departments and agencies have been grouped by major activity sector². For instance, employees in the Foreign Affairs and International Assistance Sector are 35 per cent francophone while those in the Agriculture, Trade and Natural Resources Sector are 16.2 per cent francophone. Activity sectors are, of course, not the only factors influencing the make-up of human resources in a department; preliminary data from a study currently being conducted by the Commission indicate that the francophone participation rate in a department is linked closely to the nature of the department's work, the location of the positions and the linguistic designation of the positions.

Factors Influencing Progress

Among the many factors that may have influenced francophone participation, some are naturally more pertinent than others. The following is not an exhaustive analysis of the factors that have contributed in one way or another to progress in

2. Modelled after Statistics Canada's breakdown of public financing.

Figure 10
Participation of francophones
by category, 1974 and 1979



Source: Public Service Commission (Senior Executive Category) and Department of Supply and Services (other categories)

phone participation, but rather a series of reflections aimed at identifying the main forces that have helped to lessen the gap.

ruitment

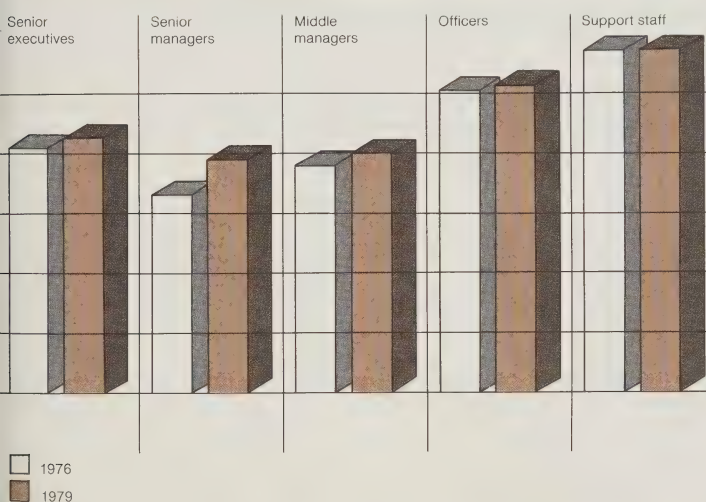
the increases in francophone participation in the first half of the decade were only at the manager and officer levels, it is not surprising that it is in these groups that the proportion of francophones among the employees recruited from outside was the highest—23 per cent on the

average. The implementation of official languages programs was one of a number of activities necessitating the recruitment of specialized francophone personnel; this was a significant contributing factor in the catching up that took place among managers and officers. Outside recruitment of support staff was definitely lower during this period, barely exceeding 20 per cent on average. This corresponded to a minimal need for francophones to catch up at a level where they were already well represented.

However, beginning in 1976, when the constraints of austerity measures began to affect the growth of the Public Service, the volume of outside recruitment as well as the proportion of francophone recruits began to decrease. Since then, the proportion of francophones among new employees has remained below their participation rate at all organizational levels, reaching the lowest level of the decade in 1979. The only exception was the senior executive level (see Table 5).

Figure 11

Participation of francophones by organizational level, 1976 and 1979



The organizational levels are explained in the first chapter of Chapter two. Data include 469 employees in 1976 and 95 in 1979 whose positions have not been reported to one of the organizational levels. The composition of senior executive differs from one organization to another. Commission data on this

category include 65 employees in 1976 and 90 in 1979, in addition to those of the Department of Supply and Services.

Source: Public Service Commission (senior executive) and the Department of Supply and Services (other organizational levels)

However, some consideration must be given to a certain problem in the statistical data on outside recruitment, as mentioned in the first chapter of this Annual Report—namely, data do not include persons appointed to the Public Service for less than six months. Those re-appointed for a new term, so that the total term of appointment is over six months or for an indeterminate period, are counted under appointments *within* the Public Service and should have been counted as appointments to the Public Service. In 1979, of the 10 000 such appointments, approximately 90 per cent are at the support staff level. Furthermore, the proportion of francophones is close to 22.1 per cent and this is higher than the proportion of francophones reported in the data contained in Table 5. Combining the two sets of data gives an average proportion of 19.5 per cent of francophones in overall recruitment, compared with 20.4 per cent in 1976, the first year this statistical problem occurred. Nevertheless, this adjustment to the data in no way affects the observations made on the basis of Table 5.

Regional differences in outside recruitment necessitate a few statistical clarifications regarding the basis for the reductions that took place from 1976 to 1979. Decreased recruitment especially affected regions having a high concentration of francophones. The region most affected was the NCR, which between 1976 and 1979 underwent the most significant workforce reduction (5 per cent). In this region, however, outside appointments decreased by 64 per cent, while the proportion of francophones among these appointments rose from 29 per cent to 31 per cent during this period. In Québec, with the exception of the NCR, personnel decreased by only 2.4 per cent, but outside appointments were reduced by 53 per cent. Nevertheless, the proportion of francophones rose from 93 per cent to 97 per cent. In all the other regions, the number of employees decreased by 3.6 per cent, while outside appointments decreased by 43 per cent and the proportion of francophone appointments from outside rose slightly to

Table 3

Percentage of francophones by linguistic region, 1976 and 1979

Linguistic region	1976		1979	
	Employees	Francophones	Employees	Francophones
	No.	%	No.	%
English-speaking majority	144 597	1.9	138 752	1.6
Quebec (except NCR)	46 196	91.9	45 091	94.0
National Capital Region	73 439	32.0	69 754	32.9
Atlantic, Brunswick and Northern				
Eastern Ontario	11 154	16.8	11 449	18.8
Yukon and Northwest Territories	1 925	25.6	1 819	25.4

1.4 per cent. While in each of these three regional areas the proportion of francophone recruits increased, in the final analysis, the reduction in the relative weight of the overall outside recruitment in the NCR and Québec caused the sharp reduction of francophone participation in the total outside appointments to the Public Service.

Furthermore, the decrease in appointments to the Public Service had a stronger effect on several occupational groups having considerable or high concentrations of francophones. For instance, the three occupational groups with the largest number of employees in the Scientific and Professional Category, namely Audit (AU), Economics, Sociology and Statistics (ES) and Education Services (ED, excluding the elementary and secondary teaching subgroup), together account for more than half the francophones in this category (1 965, or 51 per cent). However, in 1979 only 8 per cent of total outside recruitment activities for this category was aimed at these groups. It is understandable that for the rest of the groups in this category, most of which are mainly anglophone, recruitment was also largely anglophone during this year.

While the proportion of francophones among new officers and managers recruited from outside was maintained or decreased at all levels—except for the senior executive level—the Commission played an active role in maintaining equal opportunities with respect to university recruitment, attracting many young francophone graduates to the Public Service (roughly 27 per cent of some 1 000 annual recruits). A few groups in which there has been significant university recruitment over the past four years are indicated in Table 6. Francophone participation among

university recruits is higher than the proportion of francophones among university graduates. It also may be observed that the impact of university recruitment on participation with regard to these occupational groups is still slight.

Since virtually the beginning of the decade, it has been possible to maintain an intake of junior officers and supervisors through university recruitment. However in 1979, workforce reductions already were limiting the number of positions available (656 new graduates were recruited, of whom 21.2 per cent were francophones). Many departments, as indicated in their departmental plans for official languages, had planned to establish better contacts with French-language universities with a view to ensuring greater accessibility to francophone graduates but were forced to limit their attempts.

To explain the fact that despite the decreased outside recruitment of francophones at nearly all levels, their participation rate has remained almost stable for the past three years, it should be noted that a small number of francophones left the Public Service during this period.

Separations

With regard to francophone participation, the first half of the decade was marked by the efforts of the central agencies and the departments to assure francophones equality of access to the Public Service through outside recruitment. Still, separations appear to have had the greatest impact on participation.

Although the data on the separation rate for the earlier part of the decade are somewhat incomplete, it appears that the

Table 4

Percentage of francophones by department's sector of responsibility, 1976 and 1979

Sector of responsibility	1976		1979	
	Employees	Francophones	Employees	Francophones
	No.	%	No.	%
General government	56 070	33.8	52 728	33.8
Protection of persons and property	42 463	19.4	42 030	22.3
Transportation and communications	22 233	20.7	21 968	20.7
Postal services	60 611	31.3	58 770	23.3
Health, welfare, recreation and culture	38 952	22.8	35 703	23.3
Agriculture, trade and national resources	29 524	15.6	28 191	14.2
Manpower and immigration	23 341	31.7	23 491	31.7
Foreign affairs and international assistance	4 117	33.5	3 984	30.1

Table 5

Percentage of francophones appointed to the Public Service as compared to their participation, 1976 and 1979

Organizational level	1976			1979		
	Appointments		Francophone participation	Appointments		Francophone participation
	Total	Francophones		Total	Francophones	
	No.	%	%	No.	%	%
Senior executives	30	30.0	20.4	17	47.1	22.3
Senior managers	151	10.7	16.8	68	11.8	15.5
Middle managers	1 013	14.7	18.9	440	14.0	20.0
Officers	6 703	21.9	25.2	3 662	18.3	27.7
Support staff	21 804	19.1	28.8	11 072	17.7	27.7
Total*	29 730	19.4	26.3	15 293	17.7	25.5

*Includes 29 employees in 1976 and 34 in 1979 whose positions had not been converted to one of the organizational levels

portion of francophones leaving the Public Service during this period was generally lower than their participation rate. In the last four years have had the most significant effect as indicated in the data for 1976 and 1977 (Public Service Commission Communiqué dated September 17, 1979) to which have been added the data for 1978 and 1979. In these years, francophones constituted for about 20 per cent of the indeterminate employees who left the Public Service (the percentage does not include the departures of specified period employees). In 1979, this proportion fell to 19 per cent (see Table 7).

This may appear surprising since, generally, in the labour force, the turnover rate is higher among the youngest and most recently hired employees than among their older, more experienced colleagues at higher ranks. Thus, it would be expected that francophones would have a higher turnover rate than anglophones. As indicated in Figure 12, a significant proportion of anglophone public servants are older and approaching retirement. However, according to the age profile, this is not true of francophones, whose separations are due mainly to resignations; these constitute roughly two-thirds of all separations of indeterminate employees. Table 7

shows the variation of resignation rates by organizational level. Francophone support staff resign from the Public Service at a much lower rate than their participation rate. Nearly half of the support staff consists of the Administrative Support Category, in which the average age is the lowest of any of the categories and francophone participation is the highest. Therefore, the low resignation rate of the support staff, because of the large numbers at this level, maintains a low overall resignation rate for francophones in the Public Service. To a lesser degree, officers, who are also relatively young, have a resignation rate much lower than their participation rate among employees.

e 6

University recruitment and percentage of francophones appointed to the Public Service as compared to their participation

Occupational group	Yearly average						
	University graduates ^a from 1976 to 1978		Applications ^b from 1977 to 1979		Appointments from 1976 to 1979		Francophone participation
	Total	Franco- phones	Total	Franco- phones	Total	Franco- phones	
	No.	%	No.	%	No.	%	
Administrative groups (AS/PE/PM)	10 132	25.9	8 961	19.5	353	27.2	27.2
Biological Sciences (BI)	3 214	13.4	1 496	21.3	11	26.4	10.7
Economics, Sociology and Statistics (ES)	5 536	13.1	2 402	20.1	54	20.4	13.7
Engineering and land survey (EN)	6 637	16.3	1 378	30.0	28	21.4	10.8
Financial administration (FI)	1 775	19.6	1 585	22.0	33	27.3	23.0
Physical Science (LS)	585	11.6	226	18.6	16	25.0	17.5

^a Calculation of the percentage of francophones is based on the language of instruction of the university. It does not include the graduates of bilingual universities (less than 5 %); however, their numbers are included in the total. The data originate from Statistics Canada; that of 1979 is not available.

^b Candidates generally submit more than one application.

le 7

Percentage of separations of francophones as compared to their participation, 1979

Organizational level	Resignations		Retirements		Other reasons ^a		Total separations ^a		Francophone participation
	Total	Franco- phones	Total	Franco- phones	Total	Franco- phones	Total	Franco- phones	
	No.	%	No.	%	No.	%	No.	%	
Senior executives	34	23.5	63	4.8	17	35.3	114	15.0	21.2
Senior managers	231	19.7	387	7.0	108	15.7	726	12.4	19.5
Middle managers	1 215	22.3	816	11.0	488	13.0	2 519	16.8	20.0
Non-manual workers	4 035	19.9	1 774	16.1	1 053	28.8	6 862	20.3	25.7
Support staff	14 667	17.9	4 176	18.1	2 063	21.5	20 906	18.3	28.7
Total	20 217	18.5	7 216	16.1	3 732	22.3	31 165	18.4	26.5

^a Includes separation of employees at the end of a fixed term.
Includes 35 resignations and 3 separations of employees whose positions had not been converted to permanent positions at the organizational levels.

As for managers, their resignation rate is higher than their participation level. There is little doubt that a number of young francophone officers, once they have acquired the tools of the trade at the managerial level and gained administrative experience in the Public Service, seek openings outside. The outside competitors, seeking experienced francophone managers, offer working conditions that compare favourably with those of the Public Service with respect to language of work, career opportunities and work environment.

Among the other reasons for separation, retirements, as indicated again from the age profile, should affect only a small proportion of francophones in the years ahead. Finally, the other reasons for separation, while varied, are almost all the result of administrative decisions to release employees. It is to be expected that the proportion of francophone employees affected by such action would be close to their relative participation rate in the Public Service.

Career Opportunities

In the last decade, francophones in the Public Service, as a general rule, have had a low share of promotions, a share that was often several percentage points lower than their participation rate. One reason advanced for this lower rate is the lack of job mobility among francophones. It is true that there tend to be few francophones among employees transferred to other regions and that most transfers of francophones are between the National Capital Region and Québec. However, change in work location is, in general, very limited. For example, in 1979 it accounted for only four per cent of all appointments within the Public Service. Table 8 shows that the proportion of francophones accepting lateral transfers, whether involving geographical movement or not, is higher than their participation rate.

Promotions are more frequent at certain levels than at others. For example, there were fewer promotions at the support staff and officer levels while there were more promotions at the managerial levels over the past decade; this has resulted in the advancement of francophones at managerial levels. One could say that it was the strong demand for experienced managers that could not be met by outside recruitment. When added to recruitment, this second trend, though not as strong as the former, has helped to reinforce francophone presence at the managerial level.

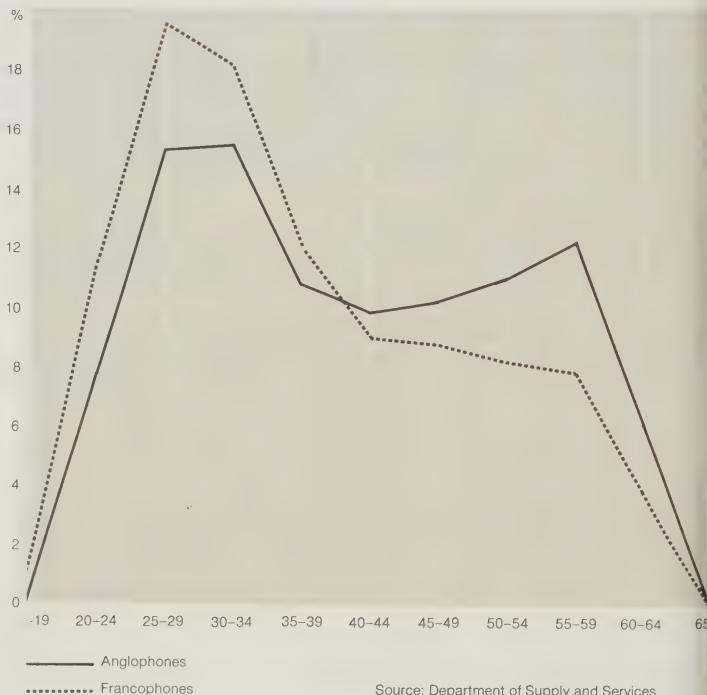
In 1979, a certain balance seems to have been struck among the various organizational levels in terms of promotions and transfers. It should be noted that the new definition for promotion that was adopted in 1976 is fairly broad, since it includes any movement from one position to another for which the maximum rate of pay is at least one dollar more. This explains why, on average, 10 per cent of all employees had a promotion in 1979.

If there is a relation between promotion and training and development, it still would be difficult to obtain precise information because of lack of data by language group. In the past few years, slightly under 20 per cent of the training and development courses provided by the department and the Public Service Commission were offered in French. Although the participants in the French courses were mostly francophones, some francophones took courses given in English. The review of the

information systems in this area should soon make it possible to gain a clearer perspective of this essential aspect of equal opportunity for career changes.

The results are much better known for Commission programs which, although limited in scope, have assisted francophone and anglophone officers and managers in their career plans. Since its implementation in 1972, the Career Orientation Program (COP) has helped its 688 participants from the Education Group to obtain appointments of an essentially administrative nature (Personnel Management, Program Administration and Administrative Services). Eighty-eight per cent of the participants in this program were francophones. As for the Career Assignment Program (CAP), the proportion of francophone participants has increased from 20 per cent in the earlier seventies to 45 per cent in 1979 (more than 800 participants since 1968). In

Figure 12
Age profile of francophones and anglophones, 1979



Source: Department of Supply and Services

a program of courses offered commonly in French was added to the existing French and English streams.

Official Languages Policy

Official Languages Policy has greatly enhanced the status of francophones in the Public Service. Undoubtedly, one of the most important features of the language policy is the recognition that language proficiency, as a basic job requirement, is just as essential a qualification as education and work experience, even when the Exclusion Order has softened the terms and conditions to allow for easier implementation. Certainly, the conditions of appointment have changed

as the language policy has evolved. The language requirements have had a substantial impact, not only by creating a work environment more favourable to the use of both official languages, but also by ensuring equal opportunity for members of both language communities, such as the opportunity to pursue their careers in the Public Service in the official language of their choice, notwithstanding certain administrative restrictions relating to service to the public.

Opportunities for employees to work in the language of their choice can be determined on the basis of the language status of encumbered positions (see Table 9),

although these change with time. Thus, unilingual francophones wishing to work in French would have to limit themselves to French-essential positions (11.3 per cent of all encumbered positions) and French or English-essential positions (6.1 per cent). Similarly, unilingual anglophones wishing to work in English would have to limit themselves to English-essential positions (61.5 per cent) and French or English-essential positions. Bilingual positions (21.1 per cent of occupied positions) are open only to those who possess the linguistic proficiency required in both languages or, in most cases, to those who are willing to acquire it within the time limits prescribed by the regulations.

e 8

Table 8: Percentage of francophones appointed within the Public Service as compared to their participation, 1976 and 1979

	1976					1979				
	Promotions		Transfers ^a		Francophone participation	Promotions		Transfers ^a		Francophone participation
	Total	Franco-phones	Total	Franco-phones		Total	Franco-phones	Total	Franco-phones	
Organizational level	No.	%	No.	%	%	No.	%	No.	%	%
Executives	177	19.5	267	19.4	20.4	218	18.8	183	21.5	21.2
Senior managers	1 839	19.0	1 222	19.1	16.8	1 294	20.5	1 439	19.9	19.5
Intermediate managers	6 053	22.1	3 765	25.2	18.9	4 313	19.8	4 315	22.6	20.0
Other staff	11 552	22.6	11 544	29.3	25.2	7 937	24.7	13 562	25.6	25.7
Total	21 382	25.3	33 436	28.1	28.8	13 315	27.8	52 179	28.6	28.7
Total	41 019	23.8	50 248	27.9	26.3	27 077	25.2	71 679	27.4	26.5

^a 7 demotions in 1976 and 3 in 1979.
^b 16 promotions and 14 transfers in 1976 and 1979 of employees whose positions had been converted to one of the organizational levels.

e 9

Table 9: Number and percentage of employees by linguistic status of positions as compared to francophone participation

	Linguistic status of positions											
	Bilingual			French essential			English essential			French or English essential		
	Employees	Franco- phone participation		Employees	Franco- phone participation		Employees	Franco- phone participation		Employees	Franco- phone participation	
Organizational level	No.	%	%	No.	%	%	No.	%	%	No.	%	%
Executives	1 010	88.8	21.5	1	0.1	100.0	119	10.5	0.8	7	0.6	0.0
Senior managers	5 374	65.6	27.6	28	0.3	92.9	2 498	30.5	1.2	292	3.6	19.9
Intermediate managers	11 117	37.2	45.6	464	1.6	94.2	17 171	57.4	1.8	1 171	3.9	13.8
Other staff	15 213	22.6	65.0	6 236	9.3	96.9	43 188	64.2	1.9	2 603	3.9	20.9
Total	20 061	14.0	68.1	21 580	15.0	97.7	90 938	63.3	2.3	11 159	7.8	39.1
Total	52 792	21.1	57.5	28 312	11.3	97.5	153 922	61.5	2.1	15 237	6.1	33.6

^a 33 employees whose positions had not been specified in one of the organizational levels, but included 16 602 employees where neither the first language of the employee nor the linguistic status of the position was specified.

Francophones, who do not wish to work solely in the second language, have open to them during their career about 37 per cent of encumbered support staff positions, 36 per cent of officer level positions, 43 per cent of middle management positions and 70 per cent of senior management positions. The positions open to an anglophone in the same situation represent 85 per cent of positions at the support staff level, 91 per cent of officer level positions and more than 98 per cent of middle and senior management level positions. It should be noted that bilingualism is almost the rule for senior executives; most of these positions (89 per cent) are bilingual. The review of the linguistic status of positions, conducted in 1977-1978, resulted in a reduction in the number of French-essential and English or French-essential positions in favour of bilingual and English-essential positions. This development is a clear sign, especially to unilingual francophones, that career possibilities are considerably increased for those who agree and undertake to become bilingual.

The Future: The Factors at Work

In summary, francophone participation gradually increased from the beginning of the seventies until 1977, when it levelled off at 26.5 per cent, where it has remained in 1979 despite a slight drop in 1978. The slowdown of these last two years is due to limited increases in the presence of francophone managers and officers, whose participation rate remains below the general rate for francophones in the Public Service, and to a slight decrease in francophone participation among support staff. It is now appropriate to question whether the persistent disparities and weaknesses will eventually correct themselves, albeit at a slower pace, or whether the failure to progress is, in itself, a sign of a change of trend and a future regression. Several factors must be considered to gain a better perspective of the factors at work.

Firstly, recruitment from outside the Public Service has decreased considerably in the past three years. The most substantial decrease is in the number of recruits appointed for an indeterminate period: the proportion of francophones declined to 16 per cent for indeterminate employees while it still constitutes nearly a quarter of the recruitment of specified period employees. However, the total number of specified period employees in the Public Service is also declining and, at the moment, it is rather difficult to foresee the impact of these various trends on francophone participation in forthcoming years.

On the other hand, the promotion of established francophone public servants appears to have remained constant despite the general reduction in opportunities to progress to higher management levels; the equality of career opportunities appears not to have been jeopardized by this change. As we have seen, however, the catching up is fairly slow and there are few signs of a balance between anglophones and francophones at various management levels. In effect, the replacement of francophone managers appears rather uncertain.

On the one hand, the immediate replacement pool for the senior executive level is decidedly weak (15 per cent of the management replacement potential is francophone) while longer-term replacement prospects are not much more favourable (19.5 per cent) and have less experience than their anglophone counterparts. This scarcity of francophone replacements for senior executives, together with competition from the private sector and the Québec provincial government for high-quality francophone managers, largely accounts for the Commission's difficulties in increasing francophone participation in the Senior Executive Category above its present level. Furthermore, middle managers (20 per cent francophone) still constitute an inadequate long-term replacement pool for senior managers. These middle managers also have a fairly high departure rate from the Public Service; this is particularly true of their resignation rate, especially in the National Capital Region.

Consolidation of the progress achieved as a result of efforts covering several years remains problematical, subject as it is to the impact of restrictions that have already been in effect for more than two years. Therefore, must we conclude that there is a danger that francophone participation will decrease? Despite reduced recruitment, the low separation rate of administrative support and operational staff indicates that their level of participation should be maintained, even if further work-force reductions occur. Similar indications, although these are less marked, lead to similar conclusions for officers, on the assumption, however, that university recruitment continues to maintain a balanced intake of new employees. The departure rate for francophone managers, and for middle managers, is relatively higher than their participation, especially as a result of resignations. Since recruitment from outside the Public Service has now been reduced more or less to an absolute minimum, it is appropriate to raise the question whether internal human resources will be sufficiently developed

and promoted to assure replacements for francophone participation at management levels. The Commission notes some encouraging evidence: the qualifications of francophones as bilingual managers, acquired by many through work experience in both official languages, make them strong candidates for bilingual positions in the increasingly tough competition throughout the Public Service.

The significant progress herein described is attributable to the basic official languages and equal opportunity policies that came into effect nearly 10 years ago. There is no doubt that they will continue to provide the framework not only for bilingualism but for francophone participation in the Public Service. However, to correct the most serious weaknesses that still exist in francophone participation, other initiatives will have to be taken or are being taken by the central agencies. Thus, within the framework of departmental annual official languages plans (introduced in 1978), the Treasury Board Secretariat and the Commission are consulting with those departments experiencing low francophone participation to help discover the root of the problem and determine appropriate corrective measures. These two central agencies in conjunction with the Ministry of State for Science and Technology, also have undertaken an analysis of participation problems in the Scientific and Professional Category with a view to developing an action plan for improvement.

After reviewing the first departmental official languages progress reports, the Commission made a detailed analysis of the position in each department in relation to the current participation of francophones and their employment and career opportunities. These studies, communicated to departmental authorities through Treasury Board Secretariat recommendations, indicated that progress in this respect is still needed in most departments. Most of these, however, intend to implement specific action plans to achieve such progress. The Commission intends to support these efforts and to watch closely departmental progress made in this area in forthcoming years.

Senior Executive Programs

The Senior Executive Programs Branch made a significant contribution to the improvement of the quality of senior management in the Public Service. The branch operates on the basis of a number of multi-disciplinary teams. These teams, that include executive staffing and international assignments officers as well as human resources planning specialists, have undertaken the development of a comprehensive knowledge base with respect to the jobs and people in certain groupings of departments that require similar skills and backgrounds. The establishment of the teams has provided a focal point for specialists to concentrate their efforts and assist departments in meeting their executive resourcing needs.

Through the activities of these teams, an increasing number of senior executive assignments were planned and proposed, career development programs were undertaken and interchange or international assignments were explored to round out the skill profiles of individual executives. Progress was made in identifying problem areas in the utilization of senior executive resources and providing advice to departments on a wide range of resourcing problems such as planned rotation or mobility of senior executives among departments. In this context, during the year, deputy heads were met by the director general of the branch to review the performance of their senior executives. In these meetings, the strengths and weaknesses of departmental senior management teams were reviewed and plans made in respect to them as well as in areas where longer term strategies must be developed and introduced. Through these activities, information was developed to assist the Committee of Senior Officials (COSO) in identifying high potential public servants for possible deputy minister and other Order in Council appointments. Recommendations were made as to the kind of assignments that appear most appropriate for individuals identified as having such potential.

Some innovative changes were introduced to the senior executive staffing process during 1979. Perhaps the most significant was the development of guidelines for senior executive selection. These guidelines were developed following a review of professional requirements, previous studies of managerial effectiveness and an analysis of the requirements of specific executive assignments. The guidelines

relate to the specific qualifications a person should possess as required by the duties of the job and also to the more general managerial qualifications. A testing program with two major departments was carried out on all decision-making steps and information sources leading to applicant interviews.

A number of advantages are expected to accrue from this approach. First, senior management is provided with a framework to explore the strengths and weaknesses of candidates before and during interviews; secondly, the Commissioners are provided with a comparative value structure on which they can base their review of appointment recommendations; and thirdly, as a result of better information supporting the appointment recommendations, the Commissioners can defer or make executive appointments conditional on certain kinds of knowledge or experience being acquired. Finally, the career counselling activity of the branch has been greatly improved by providing a more comprehensive set of criteria to provide advice and feedback to senior executives.

The concept of "voluntary commitment" to an executive assignment was also introduced. Candidates, when interviewed for an executive assignment, are now being asked to express a time commitment to the department. The introduction of this concept is an additional measure to improve the management of government programs and the planning for the utilization of senior human resources, through better information on who is available for interdepartmental movement.

All of these activities have continued to give a high priority to increasing the participation of under-represented groups in the Senior Executive Category. As an example, the percentage of women in the category rose in 1979, to 3.7 per cent. As well, francophone participation increased to 21.3 per cent.

The International Assignments Program, in collaboration with the Department of External Affairs, placed a significant number of Canadians in international organizations. A total of 10 assignments for Canadian public servants were negotiated successfully with such prestigious international organizations as the United Nations Industrial Development Organization, the International Bank for Reconstruction and Development, the Asian Development Bank and the

International Atomic Energy Agency. In addition, an exchange of officials was effected with the Government of Australia: one Canadian from the Privy Council Office was posted to Australia with the Department of the Prime Minister; and three Australians were assigned to tasks in the Canadian Public Service, one to the Privy Council Office, one to Statistics Canada and one to the Public Service Commission.

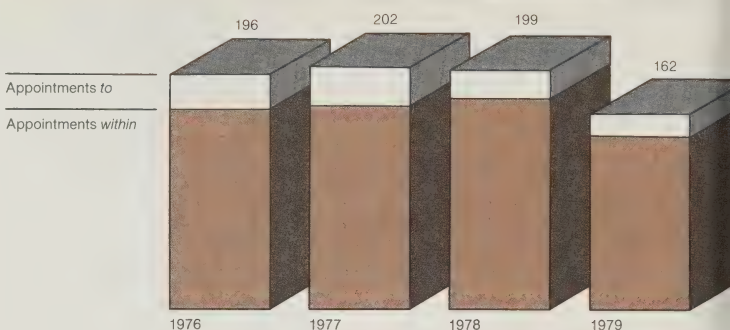
In the Interchange Canada Program, 45 federal public servants began interchange assignments and 76 individuals joined federal departments and agencies from other sectors of the economy, bringing total activity since the program's inception to 245 federal participants and 377 outside participants, including persons who joined the Office of the Auditor General.

Progress was achieved in identifying officers who should be attending the one-week Executive Orientation Seminar that was expanded during 1979 to address a broader base of the senior executive population. This is the eighth consecutive year for these seminars with a total of 46 senior executives participating in the three seminars presented in 1979. Of these, seven were senior executives who had just joined the Public Service and seven were individuals from outside the Public Service who were beginning Interchange Canada assignments.

There were 162 entrants to the Senior Executive Category during 1979; 145 within the Public Service and 17 from outside. Appointments from outside represented 10.5 per cent of total entrants. The senior executive population increased by 1.4 per cent in 1979 and numbered 1 339 by December 31 (excluding Principal Officers (PX) in the Office of the Auditor General and those appointed on an acting basis). Senior executives represent 0.5 per cent of the total Public Service population. Appointments to and within the Senior Executive Category numbered 418 in 1979 compared to 509 in 1978.

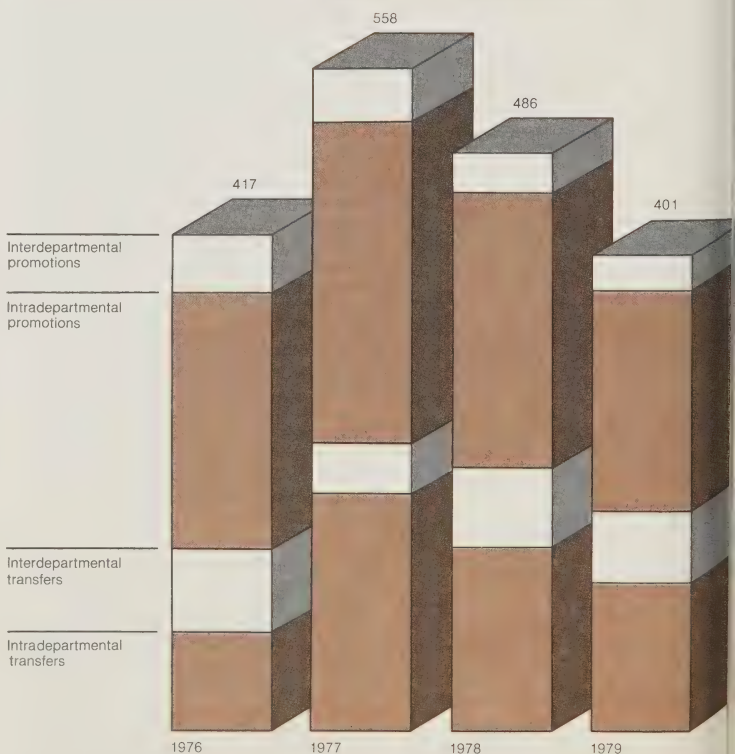
The activities described here have had positive effects in the entire area of executive resourcing. However, much remains to be done. The executive programs now possess the organizational elements and many of the tools required to meet the challenges of the eighties. This, together with the developing rapport with departments, will ensure continued progress in meeting the needs of the Public Service.

Figure 13
New senior executive appointments to and within the Public Service, 1976 to 1979



Note: The 1978 data differ from those published in the *Annual Report 1978* because of a revision in the appointments of senior executives.

Figure 14
Interdepartmental and intradepartmental appointments of senior executives, 1976 to 1979



Staffing

The acceleration of austerity measures leading to a moratorium on staffing in the Public Service has altered the role of the Staffing Branch and necessitated the discontinuance of some services such as the Vocational Guidance Programs.

The complexity of staffing a Public Service representative of the Canadian population becomes a greater challenge in a climate of austerity and workforce reductions. In addition, employees are more aware that opportunities to be promoted and to diversify their work experience have diminished. As such, employees are more insistent on adherence to staffing regulations that are designed to ensure equity.

The appointments made under the *Public Service Employment Act* in 1979 provide a clear picture of the impact current budgetary and workforce reductions have had on the Public Service. The total number of appointments to and within the Public Service decreased by 14.6 per cent in 1979 compared to a 1.1 per cent decline in 1978. This represents 19 485 fewer appointments in that one-year period.

A breakdown of this 19 485 figure illustrates that recruitment into the Public Service in 1979 was reduced by 20.5 per cent (3 932) from 1978 while internal activity decreased by 13.6 per cent (15 553). Similarly, the number of promotions went from 33 949 in 1978 to 27 077 in 1979, 6 872 or 20.2 per cent less than the previ-

ous year. There were also 3 163 (6.4 per cent) fewer lateral transfers in 1979, an unprecedented reduction considering the 10.7 per cent increase in the number of transfers during 1978. This downward trend in the number of promotions and transfers in the Public Service is testimony to the effect of austerity on employee mobility.

For the first time since 1970, Public Service workforce reductions were effected in 1978 and 1979. The reduction went from 1.5 per cent in 1978 to 2.9 per cent in 1979, a net reduction of 7 883 employees over the one-year period. This net workforce reduction takes into account for the corrections applied to the Postal Revenue Sub-Group B. The Senior Executive Category, with an increase of 18 employees, is the only category that did not undergo reduction. The reductions varied from 2.6 per cent for the Operational Category to 4.8 per cent for the Scientific and Professional Category (see Table 10).

On the other hand, in 1979, the number of separations from the Public Service increased by 2.3 per cent. Separations for reasons of retirement and resignation increased from 18 469 in 1978, to 20 217 in 1979 (a 9.5 per cent increase). It is interesting to note that the number of employees who resigned from the Public Service to work in the private sector increased from 3 856 in 1978 to 4 751 in 1979 (a 23.2 per cent increase). In 1979,

Table 10

Variation in the Public Service population between 1978 and 1979

Occupational category	1978	1979	Variation	
	No.	No.	No.	%
Senior Executive ^a	1 321	1 339	+18	+1.4
Scientific and Professional	23 154	22 038	-1 116	-4.8
Administrative and Foreign Service	51 664	50 287	-1 377	-2.7
Technical	26 582	25 733	-849	-3.2
Administrative Support	70 608	67 720	-2 888	-4.1
Operational	102 312	99 621	-2 691	-2.6
Total^b	275 787	266 865	-8 922	-3.2

^aExcluded from the total are 75 SXs in 1978 and 90 in 1979.

^bIncludes 221 employees in 1978 and 217 in 1979 in Public Service Staff Relations Board, and other employees whose positions have not been converted to one of the six occupational categories.

Source: PSC Senior Executive Information System (Senior Executive Category) and Department of Supply and Services (all other categories)

7 216 employees retired, 18.3 per cent more than in 1978. There were also 1 773 employees who were laid off during the year; 1 322 of these employees still have priority entitlement as of December 31.

Current reductions have an impact as well on the tenure of public servants. Appointments to indeterminate positions have decreased by 16.8 per cent compared to 10.5 per cent in the case of specified period employment. This occurrence is probably attributable to managers exercising more flexibility in staffing their organizations given the current and uncertain future workforce reductions. In the same vein, the volume of acting appointments has increased significantly during the past two years. In 1978, there were 4 844 acting appointments and at the end of 1979, there were 6 386 such appointments.

The Priority Clearance System

In anticipation of the effects of the Government's austerity measures on employees, the Public Service Commission introduced the Priority Clearance System in November 1978. While the majority of employees affected received notice in 1978, it was known that their lay-off would not occur until some time in 1979. The Commission felt compelled to introduce a highly visible and stringent system to ensure that each surplus employee was given every possible consideration for vacancies for which he or she qualified as required under the *Public Service Employment Act*.

The system enables a department to exercise its delegated staffing authority only after it has notified the Public Service Commission of its intention to fill a vacancy. The Commission then has the opportunity to refer every priority person who is available and qualified for the position. If the priority person is qualified, he or she is appointed to the vacant position immediately. In those cases where the department does not believe that priority personnel are qualified and the Commission is persuaded of this, the department is permitted to staff the vacancy by competitive process or other means. A priority clearance number is printed on all competition posters and appeal notices as visible compliance with the system.

In order to remove artificial or technical barriers, such as different salary bands, which might prevent a surplus employee from being appointed to a position for which he or she was qualified, the Commission secured an exclusion order to appoint surplus employees without com-

petition and without right of appeal. The order has been used to permit, wherever possible, the appointment of a surplus employee before the date of lay-off.

What happened to the population directly affected by the austerity measures announced in August 1978 suggests that the Priority Clearance System has been successful. The majority of the 3 192 employees declared surplus were notified of their status in late 1978 and, for the most part, were scheduled to be laid off by early 1979.

Tables 11, 12 and 13 indicate employees who were affected and their situation on December 31, 1979. A distinction is made between the employees affected by lack of work or discontinuance of a function (reorganization) and those affected by privatization because the latter group have all been offered positions in a privatized organization. In some cases, these people have chosen to use their staffing priority to re-enter the Public Service.

Table 11 indicates the number of employees who received a surplus notice during the period of economic restraint announced in August 1978, while Table 12

shows the redeployment of these employees.

Included in the 1 799 employees are 307 who were obliged to secure employment at a lower level than the position from which they were or were scheduled to be laid off.

While the system has achieved some measure of success in finding alternative employment for the individuals affected, there are still employees who have not yet found new jobs. For some of these people departments have been able to extend the surplus period, while others have been laid off.

There are 775 employees who found employment on their own, retired, or indicated their disinterest in Public Service employment. In effect, only 16.7 per cent of the original 3 192 had not found alternative employment by December 31, 1979 (see Table 13).

The 80 employees who have not been laid off will still have the one-year lay-off entitlement should the Commission be unsuccessful in finding a job for them during their surplus period. Those employees who

Table 11

Employees notified of surplus status

Occupational category	Reason for surplus status		
	Reorganization	Privatization	Total
Senior executive	17	1	18
Scientific and Professional	718	113	831
Administrative and Foreign Service	551	80	631
Technical	317	99	416
Administrative Support	824	114	938
Operational	211	147	358
Total	2 638	554	3 192

Table 12

Redeployment of employees notified of surplus status

Occupational category	Redeployment				
	Reorganization			Privatization	Grand total
	In same job	In same department	In another department		
Senior executive	0	1	7	8	0
Scientific and Professional	136	135	160	431	13
Administrative and Foreign Service	51	149	195	395	24
Technical	18	74	75	167	16
Administrative Support	45	234	402	681	24
Operational	28	59	30	117	8
Total	278	652	869	1 799	85

already been laid off still had some remaining with lay-off priority to re-join the Public Service. While every effort was made to place these employees before their priority expires, continued government restraint will increase the difficulties in identifying suitable vacancies.

Entitlement Situation

The system also is designed to assist in the placement of all employees with status and administrative priority, regardless of the reasons for their priority entitlement.

Statutory priority is an entitlement to appointment or consideration for appointment before others, as stipulated by legislation. An administrative priority is an entitlement to consideration for appointment before others, based on Public Service Commission policy. A surplus employee is an employee appointed for an indeterminate period who has been identified for lay-off. A lay-off is a person whose employment has been terminated because of lack of work or discontinuance of a function (reorganization).

During 1979, the Commission expended considerable effort in redeploying persons with priority entitlement. There were 2 206 persons re-appointed: 1 548 of these were surplus employees and 544 were employees actually laid off, while the remainder were persons on leave of absence, ministers' staff or were employees who had unsuccessfully concluded their language training.

The Commission is not always successful in finding alternative employment for these employees. Although 702 employees lost their priority entitlement in 1979, it should be noted that some of these employees resigned, retired, died or refused reasonable job offers. There were still 2 749 persons with priority status on December 31, 1979 as indicated in Table 14.

Improving the Staffing Process

The Public Service Commission, in its endeavour to improve the management of the staffing system, has achieved significant progress in several areas in 1979. The Commission's philosophy of managing

the system by use of policies rather than regulation is bearing fruit. A systematic review of Public Service Employment Regulations was launched: to date, seven were revoked and eight amended while some were replaced by more flexible tools. The Commission has stressed the role of its Staffing Authorities Centre and expanded its staffing consultant services to provide the necessary advice and assistance on policy interpretation. The quality of staffing advice and assistance is being strengthened through the Commission's Staffing Officer Certification Program designed to provide a standard core of knowledge. The staffing process itself is being streamlined, assisted by the Automated Notices System that distributes competition posters and appeal notices more efficiently through a Canada-wide electronic telecommunications network.

A fundamental adjustment to area of competition pertains to the peculiar situation in which small departments and agencies find themselves. Since the labour market is limited in such organizations, there is a continuing dilemma of choosing between two extreme forms of competition, one that is open to the small agency itself or to the entire Public Service. In an attempt to seek middle ground between these two extremes, the Commission has been actively involved with small departments and agencies to arrange for the amalgamation of these organizations for competition purposes. Such an approach has obvious advantages for both the employees and the departments.

New Approach to Delegation

The new approach to delegation will provide tailor-made terms and conditions of delegation to departments and, consequently, more appropriate management of the staffing function.

The essential components for this approach, based on departmental needs, include a revised Instrument of Delegation to confer delegated authority for an indeterminate rather than a fixed period and a set of five schedules that detail for each department:

- the scope of delegated authority, such as the groups and levels of positions for which authority to make appointments has been delegated by the Commission to the deputy head;
- the area of competition policy;
- the staffing policies, such as those unique to the department by virtue of its mandate and consequent specialized environmental and human resource needs;

13

Employees notified of surplus status and who have not found alternative employment as of December 31, 1979

Functional category	Surplus	Laid off	Total
Executive	0	1	1
Technical and Professional	29	170	199
Administrative and Foreign Service	22	76	98
Local	15	90	105
Administrative Support	7	49	56
Operational	7	67	74
	80	453	533

14

Employees having priority status as of December 31, 1979

Order of priority	Number of employees		Total
	Available	Unavailable ^a	
Leave of absence — returnees/replacements	65	7	72
Operational staff	36	9	45
Reorganizations			
Reorganization	592	217	809
Rationalization	372	114	486
Centralization	17	10	27
Language training			
Reorganization	559	55	614
Rationalization	75	41	116
Centralization	445	107	552
Successful language training	26	2	28
	2 187	562	2 749

^a but not exercising staffing priority.

- the scope of sub-delegation, whether to line or staff officers or both and their geographic locations;
- the requirement for the deputy head to prepare departmental objectives compatible with those of the Commission to achieve service-wide staffing goals.

The current major source of information for the assessment of departmental performance in the area of delegation is the Staffing Audit and Review Program, carried out on a cyclical basis (see Chapter seven, Auditing of the Management of Staffing). The audit will continue to be the starting point for assessment of a department. However, it now will include a post-audit phase. Approximately six months after the report is transmitted to the deputy head, the Delegation Advisory Committee will convene to examine all pertinent information on a particular department. At the same time, the department will be invited to comment on any aspect of the audit's findings concerning its operations, including any allegations or complaints made to the Commission. The department also will be invited to forward requests on any revisions to the delegation package considered desirable to improve staffing efficiency and effectiveness.

The Commissioners then will meet with the deputy head to ensure that the delegation package and, in particular, the objectives to be achieved, are clear. The final aspect of this process will be the modification of the appropriate schedules to reflect the decisions taken and the establishment of the next assessment of the department.

The Commission believes it must improve its management of the delegation process and coordinate advice and input across all branches to enable a review of departmental performance in staffing. In this way, the review will lead to the improvement of any faulty practices within departments to serve better the interests and needs of the Public Service or, equally important, to identify problems in Commission policies and practices.

Advice and Assistance

During 1979, the Commission continued to operate a staffing consultation service both at headquarters and in the regions. This consultation service assists departments by providing staffing officers with interpretations of Public Service employment legislation and Commission staffing policies, as well as operational advice on complex staffing matters. Commission staffing consultants also act as resource personnel in a number of training sessions

for staffing officers, staffing assistants and line managers.

Often the advice and assistance given by the Commission offers solutions to particular departmental problems. For example, in preparation for the acceptance of further delegation, a department recognized that its managers had not received sufficient training to carry out their future responsibilities in staffing. The department also recognized that it did not possess the necessary expertise to design and conduct the required training program. At the request of the department, the Commission designed a suitable training program that met the identified needs of the managers and then assisted the department by training its resource personnel and by providing resources for the courses themselves. Over 300 managers were trained in a decentralized mode over a period of two to three months. The sessions emphasized the specific responsibilities of both managers and staffing officers under delegated authority, particularly those skills and techniques related to the assessment and selection of candidates. An on-going monitoring of the department's performance and a subsequent audit of its staffing actions indicated that the training sessions had been effective and that staffing authority was being carried out appropriately.

Examples of other activities in which staffing consultants were involved during 1979 include:

- assisting 26 departments in implementing audit recommendations, including the establishment of departmental staffing policies and control procedures as well as modifying certain operational procedures;
- assisting five departments by designing training programs for line managers and by providing resources for the programs;
- participating as a member of a National Capital Region personnel advisory group to approximately 30 small departments and agencies;
- conducting staffing seminars for departmental staffing officers in several regions.

Staffing Officer Certification Program

In its current approach to the delegation of staffing authority to departments, the Commission has identified the Staffing Officer Certification Program as one of the primary vehicles for guaranteeing accountability for staffing in the Public Service. The objective of the certification program is to ensure the existence of highly competent staffing officers who can bring high quality to the execution of a number of

functions related to the staffing process. In practice, it should result in hiring staffing officers who know the staffing business, the reason for adherence to certain processes, the flexibility open to departments and how to justify to the Commission the need for exemptions from usual requirements.

All appointments to the Public Service are made either by certified staffing officers, or by individual managers who have received the advice and assistance of a certified staffing officer. With the formal implementation of the Staffing Officer Certification Program, 1 260 recommendations for the certification of experienced staffing officers were received, of which 1 095 were certified by the Commission. The initial implementation represented the first phase leading to the introduction of the certification program on May 1, 1979, whereby all staffing officers with more than one year's experience could be certified upon a recommendation made by their department and accepted by the Commission.

In 1979, 155 new staffing officers entered the certification program, in addition to the 209 new officers already participating in the program (a total of 364). At the end of 1979, 58 officers were certified, having successfully completed the program, 50 participants left the program mainly because of departures from either the Public Service or the staffing field and the remaining officers have yet to complete their training and developmental assignments.

The total number of certified staffing officers in the Public Service of Canada is 1 129. Of these, 1 104 are classified in the Personnel Administration (PE) group and 25 in other occupational groups (including generalists and non-generalists involved in staffing). There were 409 women staffing officers and 763 who indicated English as their preferred working language.

Automated Notices System (ANS)

ANS is a recent innovation by the Commission to reduce costs and improve staffing effectiveness in the process of producing and distributing competition posters and right of appeal notices.

The first two innovations reduced the length of competition posters from an average of 2.7 pages to one page, with resulting savings of \$1.5 million annually salary and non-salary costs. Improved integration of the entire production process has been effected with the aid of a telecommunications network linking 14

ing and distribution centres to a centralisation and transmission centre. The latest improvement has reduced the time required to conduct a national, inter-territorial competition by three weeks (average time decreasing in proportion to the area of competition) and significantly improved the reliability of final delivery posters and appeal notices to employee work locations.

Other cost-effective improvements, currently in the conceptual and/or development phase include: the potential for a selective distribution of notices; and the potential of increased cost savings through the elimination of purchasing and printing paper stock and through a re-designed appeal notice format.

Examining Public Service Employment Regulations

In its *Annual Report 1978*, the Commission noted that too great an emphasis had been placed on the regulatory approach to personnel management. To deal with this identified shortcoming, to keep abreast of Federal Court decisions and to respond to ongoing reviews of the staffing process, the Commission effected a number of regulatory changes in 1978; these efforts continued in 1979. The Joint Consultation Committee, a consultative forum for bargaining agents, the Commission and departmental representatives, is playing a key role in this.

The Commission reviewed existing regulations to identify those that could be amended and those that could be revised for greater clarity and simplicity. In some cases where the provisions of the *Public Service Employment Act* provide sufficient authority, regulations are not required. In other cases, statements of staffing policy rather than regulations better serve the requirements of the staffing process.

In 1979, the Commission revoked seven regulations and amended an additional one. In certain cases, such as appointments from outside the Public Service, the provisions of the *Public Service Employment Act* provide sufficient authority for appropriate decisions to be made without recourse to a regulation. In other cases, such as area of competition, the provisions of the Act, coupled with comprehensive area of competition guidelines, preclude the necessity for regulations. In yet a further instance, the time set out in regulations for the retention of certain staffing documentation was consistent with the requirements of the General Records Disposal Schedule of the

Government of Canada. The regulation was revoked in each case.

Regulations were amended in conformity with Federal Court decisions (extension of probation) to ensure that employees, rejected on probation, were informed of the reasons for their rejection in an explicit manner. In addition, regulations were amended to simplify the rating of candidates' desirable qualifications. Appropriate amendments also were made to regulations concerning lay-off to help the Commission's Priority Clearance System keep actual lay-offs to a minimum and to enable laid off employees to accept term appointments without prejudicing their lay-off priority.

Monitoring

The Staffing Branch, on behalf of the Commission, is responsible for monitoring departmental performance of delegated staffing authority on a continuing basis throughout the year. This responsibility focuses on appointments made by departments that appear to contravene the intent of a condition of delegation or Commission staffing policy.

The monitoring program provides information to assist the Commission in its staffing role across the Public Service. The program also identifies specific problem cases and trends and provides an opportunity for departments to take corrective action at a local level.

Corrective action ranges from the provision of advice and assistance concerning departmental authority and proper procedures, to the authorization or the revocation of improper appointments. An improper appointment may be one in which the department has exceeded its authority; it might also be one in which a basic provision of the *Public Service Employment Act* has been violated.

A variety of improper appointments were identified and investigated through the monitoring program during 1979. In total, 354 appointments proved to have been made contrary to the terms of delegation agreements. As of December 31, 1979, 185 cases had been resolved, with the remaining still under review. The following are examples of the types of investigations conducted during the year and the corrective actions taken:

- A department appointed an employee without competition and without a right of appeal to a position with a higher maximum rate of pay, a contravention of the terms and conditions of delegated staffing

authority. Upon investigation, the Commission also discovered that the employee in question did not meet the basic requirements for this position. Given this contravention of the terms and conditions of delegated staffing and the fact that the employee was not qualified for the position, the Commission advised the department either to identify another position for which the employee was qualified or face the prospect of having the appointment revoked under Section 6(3) of the *Public Service Employment Act*. The department identified an appropriate position and the Commission appointed the employee to a position for which the employee was qualified.

- A department had appointed, without competition, an employee to a position with a higher maximum salary and in a different occupational category without notifying other employees of their right to appeal. The difference in salary was very slight and there were few other employees who could have been considered. In view of the qualifications of the employee it was decided that the Commission would post appeal notices. When no appeals were registered, the Commission confirmed the appointment.

- A department had appointed an employee as an underfill and had not assessed and promoted him within one year of the appointment as the policy requires. The department reported that the employee was not qualified to be promoted to the full level of the position and agreed to re-describe the duties being performed and to reclassify the position to an appropriate lower level.

Official Languages and Staffing

The Commission is responsible for the implementation of that part of the Official Languages Program that is subject to the *Public Service Employment Act*. This responsibility includes overseeing the staffing of bilingual positions, developing policies on language requirements, providing departments with evaluation services for assessing the linguistic proficiency of candidates and supervising the delegated activities of departments, particularly the application of the Official Languages Exclusion Order.

The staffing of bilingual positions is a major activity for the Commission and for departments; one out of every six appointments is to a bilingual position. There are two types of staffing processes related to bilingual positions. The first, covering 79 per cent of cases, enables a unilingual candidate to compete for and be appointed to a bilingual position provided the

candidate agrees to become bilingual through language training at government expense or the candidate has acquired the right to be excluded from this requirement because of age or length of service. These non-imperative bilingual appointments are made possible each year in favour of several thousand candidates through the Official Languages Exclusion Order that suspends application of certain sections of the *Public Service Employment Act* relating to merit.

The second type of staffing process requires candidates, at the time of their appointment, to possess an adequate mastery of both official languages for certain bilingual positions. These "imperative" bilingual appointments increased from 3 587 in 1978 to 3 852 in 1979.

Staffing restrictions imposed during the year likely caused managers to make greater use of temporary staff to ensure service continuity in both official languages such that 3 412 of the 3 852 imperative bilingual appointments related to temporary jobs. Staffing for bilingual imperative positions then applied to approximately 400 public servants (about 3 per cent) appointed in 1979 for an indeterminate period, as compared to 1.5 per cent in 1978.

With respect to the 14 343 appointments to bilingual positions (18 417 in 1978), there was an increase in the proportion of individuals that did not meet the language requirements of their positions at the time of their appointment (from 22.3 per cent in 1978 to 24.5 per cent in 1979). In its *Annual Report 1978*, the Commission reviewed the question of substantially raising the average level of language requirements for bilingual positions in 1977-78 when all departments undertook the revision process. Despite this new requirement, a smaller proportion of public servants, in 1979 (75.5 per cent) met the language requirements of their positions at the time of their appointment compared to 77.7 per cent in 1978.

For example, prior to the revision, about 450 positions required the highest level of bilingualism, but this level is now required for slightly more than 6 000 filled positions. Previously, 45 per cent of bilingual positions required the intermediate or the highest level, but these levels are now required for almost 70 per cent of positions (see Table 15). The fact that the percentage of employees meeting their positions' language requirements dropped only 2.2 per cent indicates that the second language proficiency of a large number of public

servants is increasing; it also signifies that the revision of language requirements was carried out by departments in a realistic manner.

It should be stressed that the language proficiency of the incumbents of bilingual positions where no new appointments were made also is improving. The Commission's *Annual Report 1978* showed that 70.2 per cent of the incumbents of bilingual positions met the new language requirements of their positions; this was seen as a positive sign. In 1979, this figure rose to 76.7 per cent (see Table 16); nearly 1 600 incumbents joined the ranks of those meeting the necessary requirements. This, to a large extent, was achieved through language courses pro-

vided by the Commission and by departments.

The fact remains, however, that 12 299 incumbents still lacked the necessary second language proficiency in 1979 (as compared with 16 513 in 1978). However, it should be noted that about 10 749 of these employees have the right to fill a bilingual position for an indeterminate period of time. The right to be appointed as well as the right to hold a bilingual position without meeting the language requirements was specified in the Exclusion Order on Official Languages in the Public Service. Consequently this right allows unilingual public servants to be appointed or remain in bilingual positions if they: were over 55 years of age on

Table 15

Employees in bilingual positions by required level of proficiency in the second language, December 31, 1979

Level of proficiency in oral expression	Second language			
	English		French	
	No.	%	No.	%
Superior	5 781	11.0	6 013	11.0
Intermediate	31 564	59.8	31 200	59.8
Minimum	11 326	21.5	12 112	22.3
Other ^a	4 121	7.8	3 467	6.5
Total	52 792	100.0	52 792	100.0

^aPositions where oral expression is not required, or where the requirement is either at the restricted level (R); or at the technical or professional level (P).

Source: Department of Supply and Services

Table 16

Employees in bilingual positions and whether they meet the linguistic requirements of their position, December 31, 1979

Occupational category	Linguistic Requirements							
	Do not meet							
	Meet		Not required to meet ^a		Required to meet		Total	
	No.	%	No.	%	No.	%	No.	%
Senior Executive	762	75.4	199	19.7	49	4.9	1 010	100.0
Scientific and Professional	4 853	77.5	1 207	19.3	198	3.2	6 258	100.0
Administrative and Foreign Service	15 532	81.9	2 903	15.3	532	2.8	18 967	100.0
Technical	3 526	74.9	1 081	23.0	103	2.2	4 710	100.0
Administrative Support	12 315	73.7	3 847	23.0	545	3.3	16 707	100.0
Operational	3 418	68.0	1 492	29.7	113	2.2	5 023	100.0
Total^b	40 493	76.7	10 749	20.4	1 550	2.9	52 792	100.0

^aEmployees authorized by the Exclusion Order to occupy a bilingual position without meeting its linguistic requirements, although some employees may express the willingness to meet them. Aside from unilingual employees this group consists of bilinguals whose proficiency is lower than the requirements of the position.

^bIncludes 117 bilingual positions which have not been converted to one of the six occupational categories.

Source: Department of Supply and Services

ber 31, 1977 or had more than 10 years' service in the federal Public Service of the Pearson Declaration in 1966 or on lay-off status or were returning from leave or were accorded the right by Commission based on its consideration of humanitarian factors. Almost 10 incumbents of bilingual positions are in one of these categories.

Other 3 300 are fully qualified incumbents of English or French unilingual positions that were subsequently re-identified as bilingual to provide service in both official languages; the 1973 Parliamentary Commission provides these incumbents with the right to continue occupying their positions for an indeterminate period, without having to meet the language requirements. There are 5 400 incumbents who, while unilingual, no longer meet the language requirements of their positions because those requirements were raised in 1978. As a result of language training use of the second language in the work environment, the number of such incumbents is decreasing over time.

This trend will likely be accentuated by the policy on special remuneration for equal employees, announced by the government in December 1979. This provision states that incumbents of bilingual positions will lose their annual \$800 bonus if they fail to meet the new language requirements by July 1, 1980 unless they have enrolled in a continuous language training program prior to that date. In accordance with the Government's position, many incumbents likely will respond to this incentive and make the necessary effort to improve their language proficiency. Implementation of the revised criteria on the bilingualism bonus may initially give rise to more immediate adjustments to linguistic profiles than previously seen in some departments. Departments are invited to consult the Commission; accordingly, the Commission is able to offer its assistance in order that potential problems may be avoided.

In the context of its staffing program, the Commission is exerting every effort to staff equal positions with public servants who are more proficient in their second language and thus able to provide quality service to the Canadian public.

Public Employment Program

The federal government's personnel policy encourages increased participation of Indians, non-status Indians and Inuit in the Public Service has the following objectives:

- to ensure that Indian, Metis, non-status Indian and Inuit people participate fully in the Public Service with particular emphasis on middle and senior management and advisory roles;
- to create a Public Service that is sensitive and responsive to the training and developmental needs of indigenous employees;
- to ensure that indigenous people are effectively involved in the conception, design, development and implementation of socio-economic and cultural programs where Indian, Metis, non-status Indian and Inuit people comprise a significant portion of the client population.

The Commission, primarily through the Office of Native Employment, has been playing a key role in the overall implementation of the policy. Extensive policy briefings to both government organizations and indigenous people and their associations all across Canada provided a forum for over 3 000 interested individuals to express their views and discuss the meaning and intent of the policy.

This unique policy-making process saw the full involvement of the national native associations and guaranteed their continued participation in the policy implementation and evaluation cycles. In order to achieve this effectively, a Joint Policy Council was established to make significant policy decisions and ensure departments meet their targets.

The Joint Policy Council is co-chaired by a Public Service Commissioner and an Assistant Secretary, Personnel Policy Branch, from Treasury Board Secretariat; the membership includes Presidents, or their representatives, of the National Indian Brotherhood, the Native Council of Canada, Inuit Tapirisat of Canada, the National Native Women's Association and the National Association of Friendship Centres. The Joint Policy Council met twice during the year to review 1979-80 action plans submitted by departments.

Forty-six departments prepared action plans that outlined their specific initiatives and commitment to address the low participation in federal programs and services; at year's end, 10 departments have not yet responded to the call for plans. However, innovative measures, developed by departments such as Public Works, Indian and Northern Affairs, Employment and Immigration and others, augur well for the successful attainment of results.

From analysis of the action plans, 1 897 native employees were identified by the following departments and agencies: the

Canada Employment and Immigration Commission; the Public Service Commission; Indian and Northern Affairs; the Canada Labour Relations Board; External Affairs; Justice; National Revenue (Taxation); Secretary of State; and Public Works. About 1 000 of these employees are at the officer level in various categories. It should be noted that certain large departments have not yet been able to identify their native employees.

The Public Service Commission's regional operations for native employment accelerated their service role to both native people and departments with the establishment of units in Whitehorse, Yellowknife and Regina, in addition to existing offices in Moncton, Halifax, Montréal, Toronto, Winnipeg, Edmonton and Vancouver. Currently, nearly 1 500 native applicants are in their inventories, with the vast majority deemed likely to be found qualified for entry at the officer level in various categories. A record high 262 appointments were made to the Public Service in 1979.

Black Employment Program

Despite the effects of austerity, the Commission's Black Employment Program in Nova Scotia continued its efforts in 1979 to provide equal access for black candidates to all Public Service positions. The program was mainly responsible for the appointment of 54 black candidates to the Public Service: three in the Administrative and Foreign Service Category; 15 in the Administrative Support Category; and 36 in the Operational Category.

Since the Program's inception in 1973, 292 blacks have been appointed to the Public Service. Appointment activity has increased in the Administrative Support Category and in the Administrative and Foreign Service Category and has decreased in the Operational Category.

In November 1979, the Chairman of the Public Service Commission met with representatives of the major black organizations of Nova Scotia, as well as officials from the Canada Employment and Immigration Commission and the federal and provincial Human Rights Commissions. As a result of this meeting, it was decided that new initiatives must be taken to realize further progress in black participation in the Public Service and that heads of major employing departments in Nova Scotia must be involved in developing the new initiatives and evaluating results. (See Table 17)

Employment of the Handicapped

Concerted efforts were made in 1979 to improve employment opportunities in the Public Service for the handicapped. The Public Service Commission created a Committee on the handicapped to conduct a comprehensive review of all the ways and means by which its various divisions could assist handicapped people. The Commission, in conjunction with the Treasury Board Secretariat's Handicap Advisory Committee, strives to identify and eliminate barriers to employment opportunities for handicapped persons.

The Staffing Branch is developing procedures for handling the special requirements of handicapped people since many candidates do not participate in competitions because of their handicap. In view of the fact that, in most cases, the handicapped can undergo all phases of the selection process, the Commission is preparing a bulletin for all departments on how to remove existing barriers. This bulletin will outline a new policy whereby candidates will be invited to identify any special interview or examination requirements they may require, so that special provisions can be made. To support this undertaking, the Commission's Personnel Psychology Centre has developed more flexible procedures to assess the abilities of handicapped candidates to perform the duties of a position.

Since it is essential to sensitize staffing officers and managers to the various problems facing handicapped people, the Commission has included training and information packages within the framework of its Staffing Officer Certification Program. As each step of the staffing process is discussed, particular emphasis is placed on the handicapped. Staffing courses designed for senior managers and staffing assistants also highlight the special needs of the handicapped. To complement this sensitizing effort, the Staff Development Branch devised a one-day program for managers.

It has been difficult to gather statistical information on handicapped persons in a methodical manner. To correct this situation, the Commission is currently reviewing its Application for Employment Form. The revised form will be designed to encourage candidates to provide necessary data concerning their handicaps, with the assurance that such information will remain confidential. A viable system is expected to be implemented in 1980.

A program especially designed to help the handicapped is managed by the National

Capital Regional Office. Despite the moratorium imposed on staffing in 1979 and continuing austerity measures, 180 handicapped persons were included in the inventory of qualified candidates as of December 1979. During the year, there were 268 referrals to various departments and 161 appointments to positions in the Administrative Support Category.

Post-Secondary Recruitment

Staffing activities in the Post-Secondary Recruitment Division were reduced considerably as a result of the staffing moratorium and austerity measures. During the last few years, recruitment has been tailored to the market demand of the Public Service, focussing on graduates in specialized fields such as financial administration, computer science and some specific areas of economics and engineering. It is expected that the trend towards recruitment of specialized graduates will continue through the restraint period, thus minimizing opportunities for generalist graduates.

For example, in 1978 there were 26 093 applications to the Public Service from recent university graduates, compared to 18 690 applications in 1979. There were only 656 appointments made in 1979, in comparison with 1 051 made during 1978. This decline in appointments is partly attributable to the cancellation by National Revenue (Taxation) of its General Taxation Officer Training Program that accounted for about 250 appointments annually.

Community Colleges and CEGEPs also felt the brunt of the decreased recruitment activity. As in the case of university graduates, there was a decline in the total number of applicants in 1979 compared to the previous year. In 1979, 2 207 applicants applied from Community Colleges and CEGEPs, compared to 2 829 in 1978. There were 210 appointments made in 1979, 63 fewer than the previous year.

The Career Oriented Summer Employment Program (COSEP) offers post-secondary

student assignments that relate to academic training. A total of 26 113 students applied to COSEP in 1979 compared to 26 001 in the previous year. However, 1 804 students obtained career-oriented summer employment in 1979 compared to 1 875 in 1978. Similarly, the Student Customs Officer Summer Program employed 578 students in 1979 compared to 618 in 1978.

Active support of co-operative education and internship programs was pursued by the Commission in 1979. These programs provide students with the opportunity to alternate academic terms with practical work assignments related to their studies. Co-operative programs provide a practical interface between the Public Service and academic institutions, students and the work environment. The staffing moratorium, which effectively covered one work term, considerably reduced the number of co-operative appointments (542 appointments in 1979, compared with 646 in 1978).

Temporary Employment Agencies

In December 1977 the Treasury Board Secretariat, in consultation with the Commission, established a policy and guidelines for the use of temporary employment agency personnel to limit the scale and to control the quality of personnel provided, the rates paid and the records on the use of such services by government departments.

Under these guidelines, departments were authorized to retain temporary employment agency personnel for periods up to, but not exceeding eight weeks. Since April 1, 1978, departments have obtained temporary employment services from those companies possessing standing offer agreements with the Department of Supply and Services. At the time, it was decided that this project would be conducted for a period of one year ending March 31, 1979, at which time the

Table 17

Number of black persons appointed to the Public Service in the Halifax-Dartmouth area, 1975 to 1979

Occupational category	1975	1976	1977	1978	1979	To
Senior Executive	0	0	0	0	0	
Scientific and Professional	0	0	0	2	0	
Administrative and Foreign Service	7	4	4	1	3	
Technical	1	0	0	0	0	
Administrative Support	10	8	12	8	15	
Operational	37	38	40	44	36	1
Total	55	50	56	55	54	2

Government would decide whether to continue with this activity in the National Capital Region. The project was still under review at year end.

The Public Service Commission and the Department of Supply and Services have provided the Treasury Board Secretariat with a comprehensive report on the project's first year of operation. It is expected that the Treasury Board will make a decision in the near future on the retention of the policy.

Review of the upper limit of eight weeks placed on the use of temporary employment agency personnel, the National Capital Regional Office (NCRO) of the Public Service Commission received an increased volume of short-term jobs to fill. During 1979, the NCRO filled 2 165 jobs of less than 13 weeks duration in the Administrative Support Category in the National Capital Region.

Equity in Staffing

During a time when many employees are faced with not only limited opportunities for career advancement, but also the possibility of loss of employment, the Commission must respond to a heightened demand for justice and equity in Public Service staffing. The Commission has undertaken several initiatives during 1979 to ensure that policies and procedures reflect the need for equitable treatment of all public servants in employment practices.

Appointments Without Competition

With the pattern of austerity measures established in 1975 continuing into 1979 and the consequent reduction in career opportunities, the Commission has intensified its efforts to ensure that appointments without competition are made only when it is in the best interests of the Public Service. In this regard, in 1979 the Commission addressed appointments following reclassification and transfer, which account for the large majority of appointments without competition.

In 1978, serious inadequacies were identified in the staffing system with respect to the merit and equity of appointments following reclassification. Stimulated by Treasury Board's issuance of the revised Classification Policy and the Commission's concurrent concerns with such appointments, a policy was issued elaborating the criteria that must be met before such appointments are considered justifiable.

A new transfer policy was developed in 1979 and scheduled for implementation in January 1980 to delineate clearly the reasons for which transfers could be effected without competition. Under certain specific conditions, the transfer policy builds a check in the staffing system by requiring a right of appeal to ensure that improper actions are uncovered. In the Commission's view, this policy recognizes both management's need to deploy its personnel in a manner that enhances the efficiency of operations and the need for such appointments to be made on an equitable basis in accordance with merit. It is expected that the net effect of the new policies on reclassifications and transfers will be to give greater assurance that each appointment without competition is made in the best interest of the Public Service.

In cases where no candidate possesses all the requirements to be appointed to the full level of the position and this shortfall in qualifications can be corrected by training, the Commission approves the appointment of an employee to a level below that of the position. Such employees are promoted without competition once they meet the basic requirements of the position. These approvals are only given following a rigorous review of the department's training programs.

Such an exercise cannot be undertaken without genuine co-operation between the department, the appropriate bargaining agent and the Commission. For example, an exhaustive review of human resources needs in the area of electronic technicians (EL) in the Department of Transport indicated that no individuals who possessed the necessary knowledge, skills and experience to meet the EL-4 requirements were available. Flexible arrangements were made, therefore, to recruit recent community college, technical institute or CEGEP graduates for these positions at the EL-1 level and, over a defined period of time, to provide them with the necessary classroom and factory courses, as well as on-the-job training. These employees are assessed regularly and are promoted, without competition, only when they meet the requirements of the subsequent level.

The various types of appointments without competition showed changes in 1979. The number of lateral transfers decreased from 49 503 in 1978 to 46 340 in 1979 (down 6.4 per cent); the percentage of all lateral transfers involving a change in tenure from specified period to indeterminate decreased from 18.2 per cent (9 004) in 1978 to 13.8 per cent (6 400) in 1979; the number of extensions of specified period appointments decreased significantly from 27 305 in 1978 to 22 047 in 1979. The number of promotions following reclassifications in 1979 showed a decrease compared to 1978 with the result that in 1979 they constituted 19.3 per cent of all promotions, compared with 21.7 per cent in 1978. Other appointments without competition were up from 19.5 per cent of all promotions during 1978 to 25.7 per cent in 1979 (an increase of 330), due mainly to an increase in voluntary downward transfers (from 2 713 in 1978 to 2 927 in 1979).

Term to Indeterminate Conversions

During 1979, the Public Service Commission corresponded with all departments to effect an equitable resolution to situations involving employees appointed for a specified period. The first initiative concerned the regularization of cases where employees who were to be appointed for specified periods were actually appointed with indeterminate status as a result of incorrect staffing procedures. Essentially, this regularization involved two distinct problem areas: first, employees who had never been advised of the term nature of their employment; and second, employees who had continued working beyond the expiration of their terms without proper appointment action. Operating procedures were established to ensure communication among departments, bargaining agents, and the Public Service Commission in order to effect a solution in each case that was fair to both the employees and management.

The second activity of this nature pertains to the follow-up action that resulted from a statement made by the President of the Treasury Board on August 15, 1979. It was decided at that time that specified period employees with five years of substantially continuous service would be accorded indeterminate status. The adoption of this policy induced departments to review the status of all long-standing, specified period employees and to make appropriate submissions to the Public Service Commission. At the end of 1979, 668 employees were accorded indeterminate status as a result of this endeavour.

Requests for Commission Opinion

In accordance with a 1978 Federal Court decision, Section 21(b) of the *Public Service Employment Act* requires the Commission to express its opinion as to whether a person's opportunity for advancement has been prejudicially affected by the selection of another person for appointment without competition.

In 1979, the Commission was required to express its opinion in 18 instances. In two of these instances it was the Commission's opinion that the opportunities for advancement of employees had been prejudicially affected. The following are examples of some of the cases where the Commission's opinion was requested:

- Two employees, who applied in a closed competition, requested the Commission's opinion on appeal rights when this competition was abruptly cancelled and another employee was trans-

ferred into the position. Since this transfer was made under the auspices of a departmental career development program that had not been finalized or made known to employees and since the initial competitive selection process established competition expectations of employees, the Commission was of the opinion that the appellants' opportunities for advancement had been prejudicially affected.

- Two employees requested the Commission's opinion on appeal rights against the reclassification of a third employee's position to a higher level than their own. All three employees had had an opportunity to compete for the position before it was reclassified, but only one of the three did so; he was subsequently found the best qualified. One year later, certain duties were added to the position which resulted in its reclassification to a higher level. Since both appellants had had an opportunity to compete for and to appeal the original appointment, the Commission concluded that opportunities for advancement had not been prejudicially affected in this case.

Security Clearance Process

The Commission has been active in attempting to resolve difficulties in the administration of security clearances. Departments have been using the security clearance process, designed to deal with threats to the safety of the nation, to assist them in identifying potential employees with criminal records who, if selected, would have continuing access to funds or other valuables. As well, there has been confusion as to the relationship between the requirement for security clearances and the rest of the staffing system as they have impact on the appeal process. This resulted in a selection process being appealed, proceeding to the Federal Court of Appeal, that perhaps will proceed to the Supreme Court of Canada.

The Commission, together with major departments involved in this area, has drafted a new policy that recognizes the legitimate need for security related to national safety as well as the need of departments to protect government assets from misuse or theft. This draft policy is currently under review and will be presented to the Government early in the new fiscal year.

Ensuring Corrective Action

The Staffing Branch reviews departmental action plans prepared in response to the issues raised in an audit. Concrete evidence is sought of improvements made by

departments and, where required, the department is provided direct advice and assistance to help meet its objectives. Particular emphasis is placed on the recommendations of the report but other concerns also are reviewed. The nature of the assistance provided and the character of the evidence required to illustrate that corrective action has been effected varies with the content of the audit. Some examples of follow-up activity are as follows:

- It was recommended that a departmental staffing unit improve its control over the procedures followed throughout its district offices. One of the steps required was that training be provided to line managers on the nature of the staffing function and the manager's role and responsibilities. The Staffing Branch reviewed the department's action plan, recommended changes and ensured the implementation of the program.
- The consolidated report for a small department revealed weaknesses in the use of selection tools. It also was noted that a number of other small departments were encountering similar problems. Given this pattern, it appeared most efficient and effective to tackle the problem on a co-operative basis. A series of courses and coaching sessions for the personnel officers of the agencies concerned was established with the Commission's Personnel Psychology Centre. These sessions contributed greatly to the implementation of the improvements recommended by the respective audit reports. This was confirmed by subsequent audits.

Follow-up on Appeals Allowed

Under the terms of the Instrument of Delegation, when a proposed appointment has resulted in an allowed appeal, the Public Service Commission must approve or appoint a selection board for the purpose of filling the position that was appealed.

Each appeal upheld, and the circumstances of the staffing action which led to it, are carefully analysed with the department. An appropriate corrective action is formulated and implemented under the supervision of the Commission. The corrective action must be consistent with the thrust of the appeal board's decision and must take into account the weaknesses in the original selection process. The following are examples of corrective actions taken with respect to appeals upheld during 1979:

- The appellant in a closed competition was found unqualified because he failed to meet the minimum requirements with respect to the selection factors of knowledge and abilities. The appeal was allowed on several grounds: the department had

ed to provide the appellant with a statement of Qualifications; the method used to assess "demonstrated ability to prepare reports" was inadequate; and the preparation and conduct of some of the selection board members during the appellant's interview were unsatisfactory. The corrective actions incorporated into the subsequent staffing action required that a new selection board re-interview each candidate who met the basic requirements using an improved rating guide developed in the Statement of Qualifications. An appellant's application in a closed departmental competition was rejected on grounds that it had been received after the closing date. The appellant contended that her application was late because she learned of the competition by word of mouth. Even though she was within the area of competition, a notice had not been posted in her place of work. The appeal board decided she was an eligible candidate who had not been given proper notice of the competition. As an unsuccessful candidate, she had a right to appeal and the appeal was allowed. Since no fault had been found with the assessment of those persons who had competed, it was decided that the appropriate corrective action was to offer an opportunity to compete in the competition to those persons who missed the notice when it originally had been distributed. A new poster was displayed in the appellant's place of work. This secondary notice restricted the area of competition to persons employed in that office and eligible to compete when the competition originally had been run. The original selection board assessed all those who subsequently applied. A new eligible list was created from the new order of merit established relative to the expanded list of candidates.

Auditing of the Management of Staffing

The revised Staffing Audit and Review (SAR) Program was highlighted in the *Annual Report 1978* in which the results of the audit in 34 departments operating under delegated authority were reported. The first full cycle was completed in 1979 since all 22 remaining departments were examined. In addition, the four departments operating under limited staffing delegation underwent a full audit once again.

As indicated in 1978, sound management of the staffing system and proper application of the principles enunciated by the Commission continued, with few exceptions, to govern appointments to and within the Public Service in 1979. In a number of departments, the examinations revealed the existence of extremely effective mechanisms for the dissemination of staffing directives to ensure responsible staffing. In addition, there appears in departments an increasing trend towards planning better staffing activities so as to increase efficiency. It must be stressed that these activities are being carried out with the proper consideration for merit, equity and equality of access. Departments also are showing more concern for the principle of sensitivity and responsiveness, as evidenced by the composition of selection boards that increasingly are including members of under-represented groups such as women and natives.

Despite the advances made by many departments in a number of areas, weaknesses were identified in several departments in the management of delegation. In certain decentralized departments, concerns were raised about the relationships and communication between headquarters and regions, among regions and local offices. Following the identification of these problems, recommendations made resulted in the staffing process becoming more visible and monitoring and reporting activities being strengthened.

In 1979, examination continued of four key issues: the consideration accorded to statutory priorities and preferences; the adequacy of selection tools and techniques; the controls associated with acting appointments; and the use of personal service contracts. The examination of the four was initiated in 1978 to ensure that these aspects of the staffing system were consistently reviewed in all departments

making appointments under delegated authority.

A few instances were found where the consideration of people with statutory or administrative priority of appointment was inadequate. This was, however, a marked improvement over 1978. It was evident that the Priority Clearance System, together with the Commission's recommendations to individual departments for improving the management of priorities, has resulted in more careful priority consideration and a significant increase in priority appointments.

The examination of the adequacy of selection tools and techniques encompasses a broad area comprising statements of qualifications, rating guides, screening board reports, assessment tools (such as performance appraisals and tests) and the rationale for the ranking of candidates. Findings in this area, although similar to those reported last year, revealed that there is a positive trend towards the refinement of the techniques used to assess candidates. This improvement is likely due, in large part, to the Staffing Officer Certification Program, introduced by the Staffing Branch. Despite the improvements noted, the Commission still is concerned that the emphasis given to actual performance, as documented in appraisals, during the selection process, continues to be relatively limited, even in those departments that have sophisticated systems. It is likely that changes will be effected in this area with the issuance of the Treasury Board/Public Service Commission policy on this subject. It is intended in 1980 to issue guidance on the use of appraisals in the staffing process.

Many departments continued to experience difficulties with the administration of appointments made on an acting basis. The problems encountered do not relate to the meritorious nature of the selections but rather to the manner in which the decisions were documented. Of particular concern in a number of instances was the lack of evidence on the disposition of those individuals who were in the area of selection and considered but not appointed. It was encouraging to find that there were few instances where acting appointments were made without the extension of appeal rights.

The review of personal service contracts indicated that, in general, contracts adequately guarded against employee/ employer relationships. However, for short term vacancies, in a number of departments there was a tendency to use temporary employment agencies without making prior efforts to fill the vacancies through alternative internal arrangements, such as assignments on an acting basis and the appointment of term employees.

Where applicable, the Commission recommended greater involvement and control by departmental personnel divisions in the use of personal service contracts. Also, because of the shared responsibility in this area between the Commission (for all appointments to the Public Service) and the Treasury Board (for the establishment of government contract regulations), audit information on the use of personal service contracts was forwarded to the Administrative Policy Branch of the Treasury Board for further study and appropriate corrective action where abuses were found.

Having examined these four key issues in all departments operating under delegated authority, the Commission is satisfied that sufficient information is available to develop strategies for corrective action. Consequently, the concept of examining the key issues in all departments will be substituted with a review of these areas in departments where problems are known to exist. In order to make audit programs as comprehensive as possible, they will be based on previous SAR results, consideration of appeal and investigation reports, feedback sheets and discussions with Staffing Branch officers, departmental officials and employee representatives. During the past two years, a number of additional issues have surfaced, the most significant being the use of reclassification and of lengthy specified period appointments.

In 1979, audits continued to indicate deficiencies in the control systems for appointments made through reclassifications. However, there was no clear indication that the competitive process was being avoided consciously. In some cases, encumbered positions were reclassified without proper consideration of staffing implications (such as the impact on incumbents of identical positions), or without considering the qualifications of the incumbent through valid assessments. Inadequate consultation between staffing and classification specialists was often the cause for these difficulties. The application of instructions issued by the Treasury

Board and the Commission will be audited in 1980 so as to ensure that reclassifications are effected with merit and equity.

Specified period appointments were a continuing problem in several departments. The deputy heads concerned and the Commission were notified of the large number and lengthy nature of many of these appointments and appropriate corrective action has been taken.

Several audits, not conducted specifically in conjunction with the renewal of departmental instruments of delegation, were undertaken. A special audit and review was completed to provide the Commission with the first comprehensive examination of prime user¹ recruitment activities since the introduction of the concept in 1974 and to provide timely information for the development of the new framework for delegation.

The audit findings indicated that prime user departments, generally, were exercising their recruitment authority in a responsible and appropriate manner. However, improvements were required particularly in the areas of equality of access and equity. Equality of access to Public Service jobs was hampered because of undue reliance on word-of-mouth advertising and inappropriate treatment of candidates who had expressed interest in positions other than those for which they had applied. In addition, it was determined that public servants often do not receive adequate, or any prior consideration before the hiring of non-public servants. Notwithstanding the foregoing, recruitment through this mechanism generally was considered to have been carried out in an acceptable manner.

A staffing audit and review of the Career Oriented and Non-Career Oriented Summer Employment Programs (COSEP and NON-COSEP) was conducted in 17 departments during the summer of 1979. Audits uncovered deficiencies in the area of documentation quality in a large number of cases, to the point where it was difficult after the event to verify the appropriateness of the selections, although some improvement has occurred over 1978. This was due, generally, to the lack of importance managers attached to this type of process. Where staffing personnel had been actively involved in the selections, the documentation of the appointments was more complete. In a global sense, it was not possible to obtain an accurate picture of the total number of students hired due to the variety of programs and mechanisms used to appoint them; for example, through regular recruit-

ment programs and Government initiatives other than COSEP and NON-COSEP. On the positive side, there was little evidence found that departments were using summer employment programs to avoid the requirements of the staffing moratorium. Improvements in the 1979 program included the modification of deadlines for the receipt of applications to permit more time for students to apply and the earlier distribution of guidelines to departments.

The Office of the Auditor General underwent a Staffing Audit and Review in February 1979. The purpose was two-fold: to assist the Auditor General and his office in managing the staffing function in a manner consistent with legal requirements and the five principles of staffing and to inform the Commission of the degree to which the staffing function is operating in a manner consistent with the *Public Service Employment Act* and the terms and conditions agreed to following the enactment of the *Auditor General Act* of 1977. Since the Auditor General is required to operate in a manner similar to that of a deputy head with delegated staffing authority, the same audit standards were used as those employed with departments.

As a result of identified weaknesses, recommendations were made for the purpose of improving the management of the staffing system. The areas covered by such recommendations include the establishment and communication of policies, clarification of staffing authority and accountability, and improved controls on staffing processes. Specific recommendations were made on procedures for considering public servants with priority status, application of the existing area of competition policy, human resources inventory procedures, the use of open competition policy and contracted services. The overall conclusion was that the Office of the Auditor General was not respecting completely the requirements of the *Public Service Employment Act* nor the agreed terms and conditions in its staffing management and operations. The Office of the Auditor General has been cooperating in developing a plan for the correction of these deficiencies.

A project initiated in 1979, in co-operation with the Bureau of Management Consulting of the Department of Supply and Services to determine how long appointments take to be completed and at what

1. A department is classified as a prime user when it has been given authority by the Commission to conduct external recruitment for a particular occupational group.

es the major delays are encountered, be continued in 1980. Several departments have volunteered to work with the Commission on this key aspect of the efficacy of staffing.

Arguments of Delegation

a result of the staffing audit and reviews conducted in 1978, four departments had their delegated staffing authority renewed for a limited period of one year and were required to undergo a subsequent audit prior to any further renewal. Since audits have been completed. Since significant improvements were accomplished by the departments concerned, delegated staffing authority was extended to the normal two-year period. Through 1979 audits, only one department had staffing authority limited for a one-year period. In this case, the department made commitment to effect corrective action strengthened by immediate steps to address the deficiencies.

Commission, in its belief that uniform service-wide policies are not always in the best interest of the Public Service, has recognized the need to change its approach to delegation. The new approach will place expanded emphasis on tailoring the authorities delegated to departmental requirements so that they can adapt more effectively the staffing system to meet their operational needs and the needs of their employees. Deputy heads' accountability for delegated staffing authority will also be increased by requiring them to prepare departmental staffing objectives that will assist the Commission in achieving service-wide staffing goals. Also, it is expected that as departmental human resources planning improves, so will the ability of the Commission to assist departments in meeting their objectives.

preparation for the implementation of the revised framework for delegation, an ongoing Delegation Advisory Committee has been established that includes the Sector General of the Commission's Staffing, Audit and Appeals and Investigations Branches. The major responsibilities of this standing committee, chaired by the Sector General of the Audit Branch, will be to ensure that the Commissioners receive integrated information for making decisions and recommendations on delegation and on its extension or limitation.

The management of the staffing process in departments has been significantly affected by the new approach to the audit function. The accountability of deputy heads for staffing management is now the focus

of attention. As such, departmental management generally has accepted audit recommendations ensuring appropriate corrective action.

This accountability factor will be further strengthened through the implementation of the revised approach to delegation that will require agreed staffing goals to be established before delegated staffing authority is granted. To this end, the Audit Branch has established a three-year planning cycle, beginning in 1980, that will be in line with the planned issuance of instruments of delegation for indeterminate periods of time but will be flexible enough to allow for more frequent departmental reviews if necessary.

The Commission's Audit Branch carries out its responsibilities with a management orientation that seeks to establish and maintain a more meaningful and effective partnership of responsibility for delegated staffing authority. The audit function plays an important role in the staffing function and is key to the Commission's overall accountability for staffing in the Public Service.

Redress Under The Act

The *Annual Report 1978* noted that some departmental officers were providing meaningful information to candidates about the results of competitions and that this practice was supported by the Commission.

During 1979, there was evidence that this approach was being adopted by other departments and that the improvement in communications was not only apparent with respect to competitions but also in relation to other matters that frequently led to needless appeals and complaints.

There are clear indications that when lines of communications are opened and when employees feel comfortable seeking information from their departments, the number of appeals and complaints are reduced. There are also indications that employees of departments where such practices are well-established usually rely on their departments to take any necessary corrective steps without the involvement of the Public Service Commission.

The Commission and its officers have continued to encourage this approach in correspondence and discussions with departments and in participation in seminars and training programs. Departments are urged to ensure that their lines of communications encourage employees to seek resolution of their problems within their departments and that employees are assured of courtesy, openness and consideration when they do so.

Appeals

The number of appeals filed in 1979 declined by 13.0 per cent (2 439 in 1979 compared to 2 802 in 1978). This decrease reflects the fact that during the third quarter of 1979, appealable selection processes declined to 2 370 from 4 811 and 5 327 in the first and second quarters respectively. Appealable selection processes increased again to 5 539 during the fourth quarter after the moratorium on staffing had been lifted.

Of the 2 439 appeals filed in 1979, 2 293 were against appointments (Section 21 of the Act) and 146 were against recommendations to demote or release (Section 31 of the Act). The proportion of appeals allowed against appointments increased slightly from 17.2 per cent (464 out of 2 687) in 1978 to 19.1 per cent (438 out

of 2 293) in 1979. The percentage of appeals allowed against recommendations to release or demote dropped from 22.6 per cent in 1978 (26 out of 115) to 21.9 per cent (32 out of 146) in 1979.

In view of the criticisms voiced about the length of time it takes an appeal board to render its decision, it is significant to note that out of 1 229 decisions rendered in 1979, 76 per cent (934) were made and communicated within 10 days of the completion of the hearing.

Appeal Cases

One way to contribute to a better understanding of the requirements of justice and equity in the staffing process and thus to assist departmental managers, staffing officers and individual public servants to bring about continuing improvements in the quality of staffing decisions, is to disseminate information on pertinent cases. The following are summaries of three noteworthy decisions rendered in 1979:

- Case One

A deputy head, prior to the hearing, advised the appeal board that the department had decided not to proceed with the proposed appointment since the selection process had been cancelled. The deputy head added that since no appointment would be made, the appellant's right to appeal in this case had been cancelled.

Although the appeal board decided to take no further action in this case since no appointments were "made or about to be made", its chairman deemed it necessary to discuss the question of the cancelling of rights of appeal by deputy heads or persons acting for them. The question was of some importance in the board's opinion since it was not unknown for employees to complain to appeal boards that the department had not given them the right to appeal. Such a right, the board added, is given by the Act if the conditions described therein are met and is not given by the Act in the absence of such conditions.

The chairman further opined that there was nothing in the Act or Regulations that permitted a deputy head to cancel a selection process if, by that, he intended to void appointments already proposed. It was only for well-specified cases such as those found in Sections 6 and 41 of the Act or

Section 19 of the Regulations, that the Public Service Commission or the responsible staffing officer could, consequent to a selection process, remove the names of certain candidates from an eligible list.

• Case Two

A department, having used the Data STREAM information system as a candidate inventory, had not identified the appellant since his Data STREAM questionnaire did not include one of the search criteria of the position. The appeal board noted that the appellant had completed all the entries in the data-processing part of the questionnaire and allowed the appeal. According to the appeal board, it was unfair and unreasonable that an appellant meeting all the requirements of the position should be eliminated from the competition, through no fault of his own, because of the limited size of a computer form that restricts candidates to a limited number of entries under the heading of qualifications.

• Case Three

A deputy head recommended the release from the Public Service of an employee, who then appealed. At the hearing, the department's representative explained that the appellant's performance in the position he had occupied for two years had been inadequate, both in terms of the quality and quantity of his work. The appellant had been so informed through his appraisal reports and since there had been no improvement in his work, the department had no alternative but to recommend his release. The appellant's representative argued that the work required of the appellant in his present position had not been suitable to him and that his services could have been better used in another position. Further, the department should have made arrangements to have him transferred to another position where his skills would have been put to better use and, failing that, the department should have demoted the appellant since it had to share some of the responsibility for the unfortunate position in which the appellant found himself. The appeal board, in concluding that the department had not acted unreasonably, added that its inquiry should not extend to the compassionate grounds that the department could have considered. It was not the appeal board's role to impose a standard of benevolence on departments. In arriving at this conclusion, the appeal board stated that it had been guided by the decision of the Federal Court in the case *Ahmad v. Appeal Board* established by the *Public Service Commission* 1974 2 F.C. p. 66, which judgment read, in part, as follows:

In the absence of arbitrary standards laid down by law, competence or incompetence is not something that can, or must, be determined, as a matter of law, by application of a rule. Whether or not a person is competent or incompetent for a post is a matter of opinion and, in the absence of any special legal direction, all that the law can imply with regard thereto is that it must be honestly formed, and that it must, in the first instance at least, be based upon the observations, by those under whom he works, of the manner in which the person whose competence is in question carried out his duties. In particular circumstances, rough and ready rules of thumb may be adopted by such persons as an aid to the formation of the required opinion; but in my view, in the absence of

a) some failure to apply properly some specific statutory or other legal direction, or
b) proof of bad faith on the part of those whose observations and judgment are in question, a board of review established under section 31 would not be justified in deciding that a deputy head's recommendation should not be acted upon unless it had before it material that satisfied it, as a matter of fact, that the deputy head was wrong in forming the opinion that the person in question was "incompetent in performing the duties of the position he occupies...

The Federal Court and Appeal Board Inquiries

Under Sections 21 and 31 of the *Public Service Employment Act*, appeal boards are required to conduct inquiries on appeals launched pursuant to those sections. Thus, the question arises as to the nature of these inquiries. While it may appear that appeal boards are sometimes too rigorous during an inquiry, such is the obligation placed on them by law as it has been interpreted by the courts. It is also because of their legal duty that appeal boards, in order to render a sound decision, call witnesses, independently of the parties, or raise questions on finding selection process irregularities during the hearing. In this respect, it is useful to look at Federal Court cases in order to understand how the courts have interpreted the meaning of the term "inquiry" as used in Sections 21 and 31 of the Act. In the

*Desrosiers*¹ case, for example, the Court stated that:

The Appeal Board had a duty under s. 21 "to conduct an inquiry into the applicant's complaints. If the Appeal Board had done what was required to be done under the Act it would have inquired into the procedure laid down for both competition and appraisal methods...this the Appeal Board failed to do. In other words, it failed to consider the question before it.

In another case, the *Nanda*² case, the Chief Justice was of the opinion that:

In my view, the "inquiry" contemplated by Section 21 is, ordinarily, an inquiry into the question whether the "selection" on which was based the appointment appealed against was a selection "according to merit, as determined by the Commission" and was made by the Commission in the manner contemplated by Section 10. I am further of the view that the "opportunity of being heard" to which the person appealing and the deputy are entitled is an opportunity of putting forward submissions as to why, on the facts brought out in the inquiry the selection should or should not be found to be a selection properly made and based on merit as determined by the Commission. In my view, if, on an inquiry under Section 21, the Appeal Board has not given such opportunity, there has been a failure to comply with the requirements of Section 21, and therefore an error in law, which would probably have the effect of making a nullity of any decision that the Appeal Board has purported to give.

In its conclusion, the Chief Justice commented, at page 300, that:

(a) a person holding such an inquiry should not attempt to force either side to part with documents in their possession unless they are documents that the tribunal has some legal right to demand, and
(b) if one side supplies a document to the tribunal it should only be accepted on terms that the other side will also have a copy.

1. *Regina v. Desrosiers ex parte Millard*, 1970, Vol. 3, OR 456

2. *Nanda v. Public Service Commission Appeal Board*, 1972, F.C. 277

in *Cleary*³ case, the Court mentioned

An inquiry under Section 21, in my opinion, calls for the Appeal Board taking the necessary steps to obtain the documents and information obviously necessary to test an appellant's complaints to the extent that such documents or information are readily available to it.

Appeal boards, in exercising this jurisdiction, have interpreted the Court's statement to mean that, since they have the duty to conduct an inquiry, they therefore have the obligation to require the necessary information and documentation "obviously necessary" to conduct the said inquiry. Although it is very difficult to define the parameters of the information documents "obviously necessary" to test an appellant's complaint, the Federal Court, in the *Choquette*⁴ case, putting the balance into the scope of the said inquiry, stated that:

On the other hand, an Appeal Board's decision is not subject to attack merely because it could have made a more thorough inquiry than it did. An Appeal Board acting under section 21 must make such inquiry as seems appropriate in the circumstances. In this case, it has not been established that the inquiry conducted by the Appeal Board was not sufficient to enable it to deal with the matter that was before it. The mere fact that it is possible to envisage a more thorough inquiry than that conducted does not invalidate the decision.

Investigations

The trend toward an increasing number of complaints that became apparent at the end of 1978, continued in 1979. In fact, the trend was more pronounced at the beginning of 1979 and did not abate until the beginning of the summer. Nevertheless, the volume of activity throughout the summer was twice that of the same period of the previous year. A total of 469 complaints were filed, of which 343 were investigated.

Generally, this workload increase was evident in two ways: on one hand, there were more complaints and, on the other hand, investigations were often more complex. Complaints arising from lay-offs and dealing with persons occupying higher professional or managerial positions not covered by collective bargaining, accounted for a significant portion of investigations. Some

investigations were more complex, particularly those involving lay-offs related to changes in departmental organization. Since investigations became more complex and some of the cases were settled through conciliation, this resulted in an increase in the time period for an average investigation.

Of the investigations conducted in 1979, 58 per cent of the complaints were declared unfounded while 26 per cent were accepted as founded. The remaining 16 per cent of the cases consisted of complaints settled at the preliminary stage of investigation or transferred elsewhere because of lack of jurisdiction. The vast majority of complaints that constituted the 26 per cent were the result of actions attributable to errors or misinterpretations, not to any premeditation. A few examples of the cases investigated are provided partly as a means to promote increasingly better staffing decisions.

• Case One

A union alleged that one of its members had been improperly rejected on probation and that incorrect notice was given. It was found that the member had been unfairly rejected on probation due to a lack of proper coaching. The department, apprised of the findings and of the directorate's recommendation, agreed to restate the employee.

• Case Two

A complaint was received from a group of employees that an employee who did not meet the basic requirements had been appointed to a position without competition. As evidence, the complainants supplied a copy of a circular memorandum announcing the appointment. The department informed the investigations officer that it was an acting appointment. It was found that no appropriate selection process had taken place to justify an acting appointment or an indeterminate appointment and that the employee did not possess the qualifications for the position. The department agreed to terminate the acting appointment and to set up a proper competition to staff the position.

• Case Three

In an open competition, a complainant alleged that his qualifications had not been assessed properly, resulting in his elimination from the selection process and, further, that the successful candidate did not possess the basic experience required for the position. It was found that both allegations were substantiated by facts. Since the successful candidate had already been appointed, it was necessary for the Com-

mission to revoke the appointment and proceed with a new competition.

• Case Four

A complaint was filed concerning the appointment of two term employees with regard to the language requirements of the positions. Various discrepancies were discovered in the selection process, including the fact that these persons did not meet the language requirements of the positions. One of the employees left his position before the completion of the investigation. The Commission revoked the appointment of the other person.

• Case Five

A complaint was received concerning a service contract that violated the *Public Service Employment Act* since it created an employer-employee relationship. The investigation revealed that the contractor had control over the work situation, that he could sub-contract, hire staff and stood to profit or lose from the venture. As a result it was clear that the contractor was not the employee of the federal government and the complaint was considered unfounded.

• Case Six

A complaint was filed that merit had not been observed in the lay-off of an employee from a department. The investigation showed that the Act and the Regulations had been observed, that the workforce reduction procedures had been correctly applied and that merit had been observed.

• Case Seven

Several employees complained that their employment had been terminated illegally since they believed they were employed for an indeterminate period. The investigation showed that these persons had been employed for a number of years, that several irregularities affected their subsequent appointment as term employees and that, for the purposes of the Act, they were actually hired on an indeterminate basis. The employees were reinstated on an indeterminate basis.

Anti-Discrimination

Public servants and applicants for federal positions have recourse to the Anti-Discrimination Directorate when discrimination against employees, harassment, or

3. *Cleary v. Public Service Commission Appeal Board*, 1973, F.C. 688

4. *Choquette v. Public Service Commission Appeal Board*, (not reported), F.C. No. A-38-74, June 24, 1974

administrative unfairness have been experienced on the job because of their national origin, age, sex, race or colour. In fact, the directorate investigates all complaints that are not appealable and do not arise from completed staffing actions.

The number of complaints formally investigated in 1979 (365) declined slightly from those in 1978 (378). This decline was due to the transfer of a number of types of cases to the jurisdiction of the Investigations Directorate. Race, colour, national origin, sex, physical disability and age, in that order, were the predominant causes for complaints of discrimination in 1979.

In addition, about 1 000 complaints were reviewed; some called for informal investigation, others for counselling and advice to complainants and to respondent departments. The Directorate also continued to play its traditional role of ombudsman by conducting inquiries into complaints involving harassment, security clearance and criminal records. Significantly, for the first time since its establishment in 1972, fully documented complaints of sexual harassment were received and reviewed by the Directorate.

During 1979, 79 per cent of the complaints formally investigated were not supported by the findings or were due, in many cases, to misconceptions or misunderstandings. These latter cases were successfully dealt with by the provision of advice and assistance. The remaining 21 per cent of the complaints were considered founded. The large number of complaints arising from misconceptions and misunderstandings underline the importance of good communication with employees. The following cases are typical of the complaints investigated in 1979:

- Case One

A complainant alleged discrimination based on disability in relation to her separation from the Public Service. The investigation revealed that the complainant had not been released in accordance with the *Public Service Employment Act*, nor had she been given the right to appeal her release. The complainant was compensated by a loss of pay settlement that was negotiated on the basis of the neglect of the department, the availability of the complainant for employment during the period in question and the action of the complainant to mitigate financial loss by seeking alternative employment. The complainant, not wishing to be re-employed by the department, resigned on receipt of a lump sum payment, separation benefits and return of superannuation contributions.

- Case Two

An applicant for employment claimed that his qualifications had not been assessed fairly by the rating board and alleged discrimination based on national origin. Investigation revealed that the rating board had considered the observations of a person who was not a member of the board. The board also made assumptions about the complainant's previous employment and did not contact the former employer. The assumptions, through investigation, proved incorrect. While it could not be established definitely that the complainant's national origin was a factor in his not qualifying for the competition, there was some doubt whether he had been treated fairly. A second selection board would have been recommended had the complainant not found other employment. When the facts were reported the department took immediate action to establish appropriate training for future board members to sensitize them regarding the need for careful treatment of all candidates and especially those who are of minority groups. The departmental orientation training program and other in-service training programs also were amended appropriately.

- Case Three

An employee, released from employment after a routine investigation for security clearance, alleged discrimination on the grounds of having a criminal record. The employee had established a good work record and had been advised by the security officer that his criminal record, resulting from an offence several years previous, would not be held against him. The employee had been released and had filed a grievance that subsequently had been denied. The investigation substantiated the allegation. The department acknowledged that the employee's release had been in error and took the necessary remedial measures by giving the complainant a similar appointment retroactive to the date of his release.

Staff Training and Development

Staff training and development was both cursed and blessed in 1979 by significant and unfavourable changes to Public Service policy and needs. These two aspects, or rather the dual personality of 1979, are reflected in this chapter beginning with an account of the year's achievements and activities and ending with an examination of Commission initiatives.

Progress in 1979

In the first half of 1979, two major projects were implemented aimed at improving the quality of Commission training. During this period, open learning systems began to appear across Canada. Conceived in 1978, these systems use both self-teaching and audio-visual material to make training available to public servants working in even the most isolated posts. The system allows participants the freedom to study what they choose, when and where they please. Travel to a training centre is unnecessary because the required teaching material is loaned for use at home or at the office. In addition, participants can learn at their own speed without following a rigid timetable. For a fraction of regular course costs, employees can benefit from training tailored to their individual needs.

Open learning systems offer a wide range of courses covering general management skills, human relations and the basic concepts of computer science. Ten new programs were added to the 13 offered in 1978. Some of these use only written documents while others employ audio-visual material. Each course has a statement of objectives, a study plan and practical exercises for employees to apply what they have learned to their particular situation. The practical exercises are then submitted for comment and returned to the students so they can assess their progress. The courses are short and to the point, allowing students to find their own answers. If difficulties are encountered, students can telephone counsellors who will help them find the answers, appraise their work and direct them on how to pursue their studies. It is still too early to measure the success of this project. However, at the end of 1979, the comments received in response to a course evaluation questionnaire showed almost unanimous satisfaction with the course content and format.

The second major achievement was the completion of the development phase in

creating a continuum of training for managers at all levels. As mentioned in the *Annual Report 1978*, this project comprised two phases: the first consisted of determining a knowledge-base profile appropriate to public servants at each management level; and the second involved developing a series of courses, the actual training continuum, containing the basic knowledge identified. It should be noted that this Commission project responds to a need for a more rational approach to training and development. The assistance of senior managers with the identification of subjects and their precise definition enabled the completion of the development phase of the training continuum. Only when all information had been gathered, could the study committee develop the management training continuum. Once the potential course themes had been identified and arranged in the Compendium of Management Knowledge, groups of courses were organized to create a structured training program on each theme area.

The continuum brought a logical order to Commission training programs that will have wide-ranging influence on the way development for public servants is perceived. Indeed, the impact of this training continuum is already evident in the Staff Development Branch's 1980-81 course calendar where many courses are better identified according to their target customers and are explicitly linked to the key theme area to which they belong.

These achievements in the training and development field were accompanied by an unprecedented participation rate in Commission courses in the first half of the year when the rate was 8.3 per cent higher than in the first six months of 1978. During this period, 44 447 participant-days were spent on training, compared to 41 058 in 1978.

In senior management training, course participation during the first half of 1978 was 5 042 participant-days, compared with 5 655 in 1979 (an increase of 12.2 per cent). At other levels—namely, middle managers, supervisors and support staff—similar trends were noted. From January 1 to June 30, 1979, participant-days numbered 38 792, 7.7 per cent higher than the number in the previous year (36 016).

The number of courses offered during this period remained relatively stable. From

January to June 1979, 447 courses were offered, compared with 403 in 1978. The increase is quite noteworthy since the introduction of the training continuum reduced the number of courses offered by the Commission to 201 from 225.

The Commission's consulting activities that provide specialized training assistance to departments, operated at a high level. In the first half of 1979, the Commission offered to departments 3 204 person-days of training on a contractual basis compared with 2 730 person-days during the same period in 1978. This 17 per cent increase is testimony not only to the activity of this sector but also to the high demand in government departments for its services. Among the most interesting projects undertaken by the consulting service during this period were the training program commissioned by a department to facilitate its decentralization activities, the planning and organization of a federal-provincial conference on renewable natural resources and the development and marketing of a kit to be used by teachers in identifying client training needs. The use of this kit has become widespread, currently reaching over a dozen departments.

The second half of 1979 presented the Commission with a major challenge as events beyond its control shattered existing trends in training and development. The climate of austerity in the Public Service grew harsher and included a freeze on non-essential expenditures as directed by the Treasury Board on June 8, 1979. Overnight, training became perceived as a discretionary expense. From that point, even the necessity for training services was subject to question. The Commission was faced with massive cancellations by client departments.

Although 362 courses were given between July and December of 1978, only 237 were given in the corresponding period in 1979, a 34.5 per cent decrease. As shown in Figure 15, the number of participant-days also fell sharply. In the last six months of 1978, 37 068 participant-days were recorded, compared to 18 447 in 1979, a decrease of 50.2 per cent.

In an atmosphere so obviously inauspicious to training and development, the sector that remained most stable was the consulting service. From July to December 1979, no fewer than 2 214 person-days were provided on a contractual basis to departments. This record (for 2 168 person-days were provided in the second half of 1978) is all the more impressive under the circumstances. During this period the consulting service continued its successful

efforts, begun in 1978, in the field of technical training and put its resources to work for a large department to develop a functional system for technical training that reduces the time needed to train technicians to the operational level. Technical staff responsible for maintaining the department's highly sophisticated, automated equipment are currently undergoing training developed through the joint efforts of the Commission's consultants and departmental specialists.

Since circumstances in the second half of 1979 were unfavourable to training, the Commission redirected its Staff Development Branch resources and energies to other fronts. Some of the activities the Commission undertook and developed deserve comment since these will have impact on training and development in the Public Service.

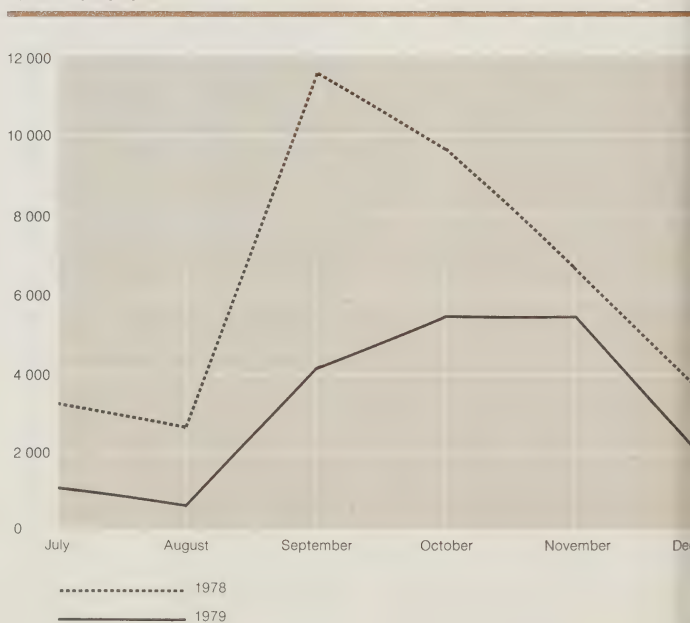
First, training officers set up an internal and external resources information system that, by February 1980, will be capable of identifying more efficiently every available training officer in the Staff Development Branch, together with his or her area of specialization. The Commission anticipates

this system will facilitate optimum utilization of branch staff and will provide easy access to a bank of private sector specialists.

At the same time, in an effort to improve client relations, the Commission moved toward a collegial approach in the area of training and development. There has been more consultation among Commission representatives, central agencies and departments to establish more effective communications and co-operation mechanisms. Since responsibility for formulating and applying policies is shared between the central agencies and departments, the Commission believes this type of action conducive to better results.

During the second half of 1979, the Commission continued to re-evaluate its courses with a view to ensuring that they were properly placed within the training continuum and that the courses corresponded to current demands and needs. Accordingly, in September the Commission circulated a revised course calendar that emphasized courses related to management. This calendar entitled, *Changes to Staff Development Branch*.

Figure 15
Comparison of participant-days of training in the second semesters of 1978 and 1979



ings, notified departments of changes by the Commission and detailed the activities favoured by the Commission during an austerity period.

The Commission has anticipated 1980 needs by developing a series of management orientation programs for officers, middle and senior managers. These orientation programs, already integrated into the training continuum, will be offered in 1980 (at least in part) both to employees newly promoted and to those with several years' experience at these levels. The orientation programs will provide managers with guidelines on how to plan their development programs and adapt to changes in public administration. In addition to its central courses and consultancy service, the Commission undertook a number of related activities at the national and international levels and is responsible for special development programs.

Administrative Trainee Program

The objective of the Administrative Trainee Program is to recruit and develop for the Public Service competent administrators who have high potential for advancement to management levels. Qualified trainees are selected from university graduates wishing to enter administrative fields in the Public Service and from the ranks of support personnel who show potential for promotions in officer categories. The trainees are given work assignments and training courses to meet their individual developmental needs.

In 1979, 78 university graduates were appointed and assigned to various departments after the successful completion of a written examination and a screening of their applications and qualification by selection interview boards. The majority of these graduates possessed backgrounds in the financial administration field. Their training covers a period of up to two years, during which time their performance is regularly evaluated and assignments of increasing responsibility are undertaken. External competitions for administrative positions resulted in the appointment of 19 persons from the administrative support ranks compared to 25 in 1978.

The Career Assignment Program

The Career Assignment Program (CAP) was initiated in 1968 to identify high potential employees and accelerate their development as future senior executives through an educational program and work assignments. Nominated candidates are evaluated for executive potential at the Assessment Centre and, if selected,

attend the CAP Management Training Course in Touraine, Québec. Participants then have the option (in mutual agreement with the sponsoring organization) of accepting one or more work assignments in line with their career goals to augment their skills and experience. A systematic review of the objectives and content of the CAP course was launched using the recently completed Knowledge Base Study as a guideline.

Since CAP's inception, the total number of CAP participants has been 833. Of this total, 701 completed the full program, undertaking 1 460 developmental work assignments ranging from one to three years in length. In addition to assignments arranged within the Public Service, CAP has arranged 69 interchange assignments of which 25 are currently active. Since 1968, 207 former CAP participants have entered the senior executive or equivalent ranks. A further 177 (excludes persons who are not subject to the PSEA) have been appointed to positions immediately below the senior executive level. In addition, 58 individuals from either the private sector or other governments (provincial and foreign) have participated in the program, as well as 32 participants from federal organizations not subject to the *Public Service Employment Act*.

As of December 31, 1979, there were 270 active participants on CAP. Of these, 47 had been on course during the year, 41 had participated in their initial assignment and 229 were working on a subsequent assignment. Among course participants in 1979, 32 per cent were women and 45 per cent were francophones. Sixteen present and former participants were selected for senior executive positions in 1979 and 15 reached the senior executive minus one level during the year.

The Career Assignment Program continues to evolve to meet changing requirements within the federal Public Service. During 1979, the staffing moratorium and continuing austerity measures have increased the problems of finding suitable assignments. However, the program's administration has adapted to the situation and continues to fulfill its mandate.

The Treasury Board Secretariat undertook a comprehensive review of the Career Assignment Program. The final report, submitted in December 1979, was supportive of the principles and practices of the program over the past 11 years. Given the current climate of restraint and the possible emergence of a senior management

group, the report also contained a series of recommendations designed to facilitate CAP's transition to a slightly different role in the future. During 1980, these recommendations will be examined in the light of the evolving Public Service environment.

Education Component of CAP

As a result of the ongoing review of the three-month CAP course, a number of major modifications have been introduced to further strengthen its design. The course is now divided into basic theme areas that have been structured as integrated modules. A member of the course administration staff is assigned managerial responsibility for a number of these modules. Individual participants meet in advance with course administrators to tailor a learning plan to identified needs. Modules currently offered include: Theory and Functions of Management, Machinery of Government, Financial Management, Human Resources Management, Administrative Law, Lifestyles, Economy and Environment.

Increased emphasis is now placed on skill-building, i.e. actual application of acquired knowledge in certain areas, particularly in Financial Management and Human Resources Management. This approach responds to concerns recently expressed in government studies and reports on certain weaknesses in management practices in the Public Service.

Significant economic, political, technological and socio-cultural issues that affect public administration are currently examined during a 12-day, cross-Canada study trip as the Environment module of the course. Senior provincial and municipal public officials, representatives of the private sector, various interest groups and ethnic communities have provided excellent co-operation in presenting a rich, multi-dimensional view of Canada.

Special Development Programs

Special Development Programs (SDP) provide an opportunity for federal employees assessed as having senior executive potential to study at internationally recognized institutions and undertake related work assignments. These programs enable federal participants to obtain a broader understanding of the issues and problems that are dealt with at the national and international levels. They also provide participants with first-hand experience with other government systems and with the opportunity to establish relationships with officials in other governments.

In 1979, one Canadian public servant attended *l'École nationale d'administration* in Paris, France while four French civil servants came to Canada to study municipal government in Kingston, London, Peterborough and Kitchener. Another Canadian public servant went to the College of Europe in Bruges, Belgium to undertake eight months of academic training and a two-month practical work assignment at the headquarters of the Commission of the European Communities in Brussels. Under the Canada-United Kingdom Exchange Program, two Canadian public servants went to Britain for both academic training and related work assignments; a British scientist came to the Bedford Institute of Oceanography connected to the Department of Fisheries and Oceans. Finally, two Canadian public servants went to *l'École nationale d'administration publique* in Québec City to

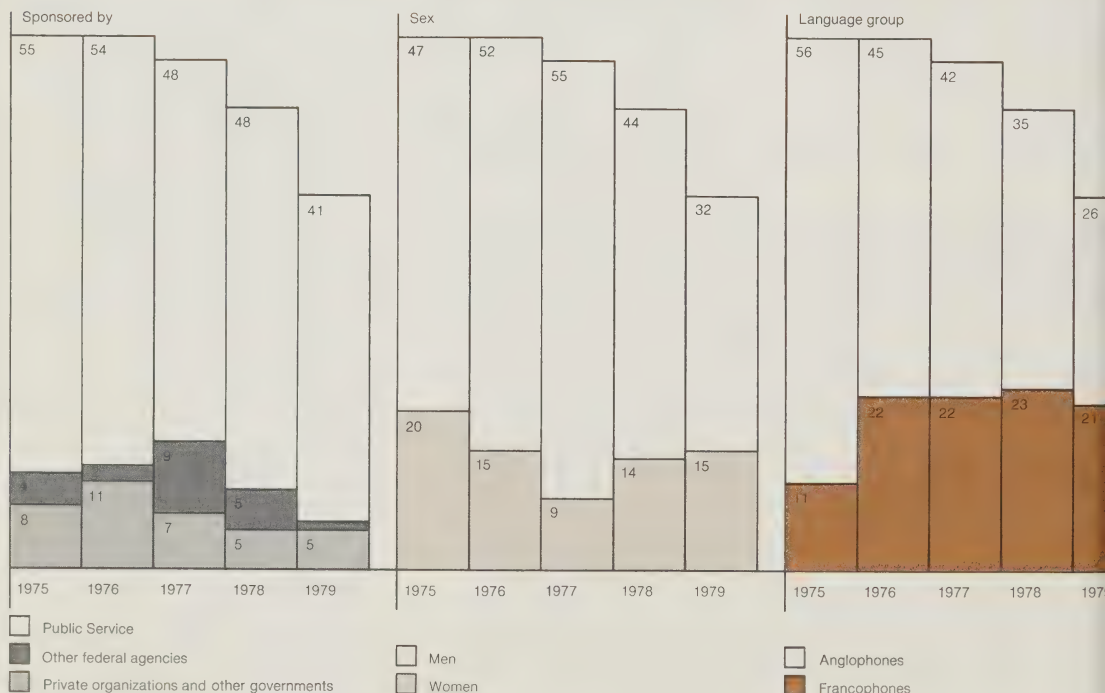
undertake a full-time academic program for 16 months.

In addition to these Special Development Programs, a *protocole d'entente*, signed with the Québec Government in 1976, enabled four federal government employees and four provincial government employees to undertake work assignments ranging from one to two years, for the purposes of training and development. The federal government participants went to the province of Québec on assignments to the *ministère des Affaires sociales*, the *ministère de l'Environnement*, the *Conseil du Trésor* and the *Office de planification et de développement du Québec*. Two of the Québec participants came to the Canadian International Development Agency, one to Treasury Board and one to the Department of Industry, Trade and Commerce.

Career Orientation Program (COP)

The future of the Career Orientation Program is closely linked to government policies on official languages. Since its establishment in 1972, the Career Orientation Program has assisted more than 688 members of the Education Group—Education Services (EDS) and Language Teachers (LAT)—in finding new careers in the federal Public Service. To date, the program has assisted 405 participants who now occupy positions mostly in the Personnel Administration, Administrative Services and Program Administration groups in approximately 40 departments. At the end of 1979, there were 145 participants remaining in the program; it is expected that the majority will join one of the other of the above-mentioned occupational groups, once their training is completed.

Figure 16
Participants in the Career Assignment Program from 1975 to 1979



Note: The data on language group are established on the basis of first official language of the employee.

Commission has a special team to maintain liaison with the departments to ensure program participants are assigned. The team also selects the candidates with the potential and skills that most closely match the requirements of positions to be filled.

Shared Training Programs

At the international level, the Department of External Affairs and the Commission have co-operated closely in 1979 with the Canadian International Development Agency as part of the Government's policy of providing training assistance to developing countries, particularly with regard to public administration. Noteworthy achievements in this area are the senior project undertaken at the request of the Government of Guyana, involving the establishment of a comprehensive training program for senior officials that will continue through 1980. Since May 1979, the Commission, under an agreement with the Government of Lesotho, has also provided training and consultation services to the Management Development Institute in Lesotho. At the same time, the Commission has been strengthening relations with a number of international institutions. For example, close contact is maintained with the Commonwealth Secretariat's Program for Applied Studies in Government, *l'Agence de coopération juridique et technique*, the Organization for Economic Co-operation and Development and the International Institute for Administrative Sciences. Of note is the International Conference on Improving Public Management and Performance held in Washington, D.C., in October 1979 and a meeting on performance appraisals held in Brussels in December 1979.

The Staff Development Branch is engaged, with other levels of government and external organizations, in several joint training and development activities for federal employees and their counterparts.

A co-operative effort leads to a greater understanding on the part of all parties of the complex issues that face today's society and also contributes to the reduction of costs by providing shared programs, particularly in cases where such programming could not be carried out if the resources of only one level of government were available.

These shared activities take different forms. The Public Service Commission has cost-sharing arrangements with several provincial governments, such as New

Brunswick, Nova Scotia and Prince Edward Island. Under this format, federal public servants may attend provincial courses and their provincial counterparts may attend federal course offerings. In other cases, there are specific joint agreements—for example, the Commission's joint venture agreement with the Ontario Civil Service Commission—to conduct senior executive seminars on current topics in the field of public administration. Another example of this type of activity, in a slightly different format, is the shared venture with Dalhousie University, with attendance comprising federal public servants in Nova Scotia, their counterparts in the provincial governments and senior executives from the private sector. Similarly, there are developmental programs conducted with other educational institutions such as the University of Moncton, Queen's University and the University of Montréal through more informal agreements and understandings.

During 1979, a number of other activities were carried out in conjunction with the provinces. These included exchanges of speakers between the federal and provincial governments and the provision by the Commission of consulting services on training. Discussions also were held with provincial governments with a view to eliminating the development of identical training programs and thereby reducing costs to the Canadian taxpayer. In addition, open learning systems, available through cable television or programmed home study material, were developed to facilitate greater access to training and development programs for employees at all levels of government.

Northern Careers Program

The Commission is also responsible for the administration and direction of the Northern Careers Program (NCP), although Indian and Northern Affairs finances this program. The program's objective is to assure native people desirous of a federal Public Service career, the opportunity for suitable training for senior positions north of the sixtieth parallel. Participants in the Northern Careers Program take on-the-job assignments with departments for an average of 15 months. During this period, participants have access to a number of special services designed to help them establish satisfactory career objectives as public servants. These services range from career path counselling to training workshops offered several times a year. In all cases, participants may choose to receive training that will enable them to apply for permanent positions within the NCP or other positions designated by federal

departments. In general, the success of an assignment depends on co-operation between the incumbent of a position and the participant, who acts as apprentice for a predetermined time period. This system allows the trainee to acquire gradually the skills and experience necessary to qualify for a similar position and appears to be the key to the program's success in overcoming cultural differences.

In 1979, the NCP was reorganized into two regional offices, one in Whitehorse and the other in Yellowknife, both managed for the first time by native people. By December 1979, a total of 199 Indians, Inuit and Métis were recruited under the program; of these, 58 participants successfully completed their assignments and began a career in the north; 35 were transferred to positions higher than or equivalent to their entry positions in the federal government or to equivalent positions outside it; 38 participants withdrew from the program for various reasons; and the remaining 68 were actively involved with their assignments. Average time spent on the program is now 15.5 months for graduates and 10.3 for transfers.

Costs for the program are down sharply from earlier years and, at the same time, participation levels have never been higher. Graduates and transfers now total 93 native northerners who hold significant and responsible positions in the north and whose average salary upon leaving the program was almost double that on entry. The Commission believes there now can be no question of the success of the program and of the positive effects it is having and will continue to have for the native people of the north and for northern society in general.

In all, the record for the year in training and development is far from disappointing. While central course administration encountered serious difficulties with a drastic decline in course enrollment during the last six months of 1979, this was the first decrease in training activities experienced by the Commission in nine years. Also, it should be remembered that the decline was due to unusual circumstances and was offset by a very creative period. Among all of the Commission's projects and initiatives, the introduction of open learning systems and the completion of the training continuum seemed to pave the way for a new era in training and development. Training and development is assuming new importance as, increasingly, corporate policy recognizes it as an essential cost of operations.

Language Training Services

Since 1979 marks the end of a decade and the beginning of a new era, it is appropriate not only to examine the year's record but also to review the progress of the Language Training Program and consider its future.

Retrospective, 1964 to 1979

Although the *Official Languages Act* was promulgated in 1969, the Public Service Commission has been providing language training for the Public Service since 1964. In the years that followed, its services were extended to organizations outside the federal government, including various provincial public services and public and private organizations.

Over the past 15 years, language training services have undergone many changes. Four main phases have marked the progress of language training at the Commission: implementation, expansion, regulation and consolidation.

Implementation 1964 to 1968

The establishment of language training services was intended primarily to improve service to the public in English and French while introducing bilingualism to the internal operations of the federal Public Service. To this end, the Commission established cyclical courses in 1967 to keep the training period short for public servants. During this phase, about 12 000 employees underwent either cyclical or part-time language training.

Expansion 1969 to 1972

Language training services increased significantly, as evidenced by the 32 000 public servants who enrolled in training during that period. To accommodate this vast and diverse clientele, the Commission established admission and orientation procedures, developed and diversified its teaching materials, including appropriate measuring tools, and conducted mammoth teacher-recruitment campaigns. At the beginning of the seventies, a new political importance emerged related to language of work in the Public Service. As a result, it became necessary to add intensive continuous language training to existing course options to satisfy the prevailing opinion that this was the best way of promoting increased use of the second language on the job.

Regulation 1973 to 1976

The Parliamentary Resolution of June 1973 stated two official languages objectives, namely service to the public and language of work. To help achieve these objectives, the Commission established four levels of language requirements for bilingual positions. In addition, through the *Public Service Official Languages Exclusion Order*, the Commission implemented a system of "conditional appointments" whereby unilingual employees could be appointed to a bilingual position on condition that intensive language training was undertaken to meet the language requirements of the position. During this period, the Commission extended its language training services regionally and began to offer language courses outside its own teaching centres, for example in certain departments. Approximately 13 000 public servants received language training during this period. By 1976, there was a consensus in the Public Service, supported by outside research—the *Independent Study on the Language Training Programs of the Public Service of Canada* by Dr. Gilles Bibeau—that the underutilization of the second language on the job was still an unsolved problem.

Consolidation

Since 1977, the Commission has revamped the language requirement levels and become more flexible with their application. The conditional appointment system was made more flexible, allowing public servants an increased time period to meet the language requirements of their positions and further options other than continuous, intensive language training. The revised policies have given the primary responsibility for official languages to the departments. As such, the Commission has had to strengthen its language training programs in departments and provide special or technical assistance. Administrative requirements, including a shrinking clientele, necessitated a reduction in the language training staff from 1 500 in 1977 to less than 800 by the end of 1979.

Since 1964, the Commission has exercised undisputed leadership in the field of language training and demonstrated its commitment, as an essential component of the Official Languages Program, to meet all program objectives. This commitment has prevailed throughout all the changes in the Official Languages Pro-

gram during the past 15 years. The continuing evolution and improvement of language training services has not been enough to solve the problem of use of the second language at work. More use of the second language at work will occur only if concerted efforts are made by all concerned.

Activities in 1979

The past year saw the pursuit of traditional language training activities, an increase in specialized consultation activities and the implementation of various projects in order to respond more specifically to identified needs.

Language Training

Four types of basic training courses in English and French were offered by the Commission's teaching centres and by departments; courses were intensive continuous, cyclical, part-time or evening. For practical purposes, part-time courses represented the only option chosen by departments for the further language training of employees who had already completed the basic standards.

In 1979, the total number of enrollments for continuous courses, including the enrollments of 1978 renewed in 1979, showed a small decrease (90 enrollments) compared to 1978. However, if one considers only the new enrollments for each of the two years mentioned, it is interesting to note an increase of 350 enrollments, 20.4 per cent more than in 1978 (see Table 18). Table 19 indicates the status of students enrolled in 1979. Students who have not interrupted their courses are recorded under the heading, Training Not Completed, while those who have withdrawn unexpectedly are recorded under the heading, Training Discontinued. It should be noted that 39.4 per cent of

students enrolled in continuous courses in 1979 will continue their studies in 1980. This percentage has remained about the same since 1976. Of the 1 651 students who completed their language training, 97.1 per cent passed the Language Knowledge Examination.

Table 20 indicates the other types of courses offered by the Commission. Basic training and specialized courses are offered on a part-time basis at Commission training centres and in departments; this includes courses given at different hours, private courses and courses given in residence. Cyclical courses were only offered in Toronto in 1979. Evening courses were offered at

Commission training centres or on departmental premises located in the National Capital Region. The number of enrollments in courses other than continuous increased to 8 502 in 1979 from 6 747 in 1978, an increase of 26 per cent. This increase is largely attributable to the enrollments in part-time courses that increased to 4 649 in 1979 from 2 479 in 1978.

Specialized assistance

In 1979, the Commission refined its techniques for specialized assistance to departments in the areas of consultation (needs analysis, problem solving, recommendations, study plans, follow up, technical or specialized assistance, evaluation), design (course design, revision and updating of methodologies, teaching models and outlines, teaching material and measuring tools) and production. For example, the Commission sent a team of consultants to the Department of Supply and Services to analyse the language training needs of about 800 purchasing officers. This analysis could result in the development of a special training course adapted

to the client's specific needs. The Commission, at the request of the Commissioner for Federal Judicial Affairs is also preparing developmental courses for federal judges.

Among the many requests from departments for specialized assistance, about 100 requests are receiving particular attention in six major projects (each requiring more than one full-time officer for several months) are nearing completion while others remain in the consultation phase. The Commission is also involved with other specialized projects aimed at assisting departments with the planning of language training for their employees (information, needs studies, courses on the operational aspects of language training, testing and counselling). These assistance projects help develop the specialized courses necessary to meet the needs of individual customers.

Special projects

The Commission's desire to adapt its language training to the needs of its clients has led to a revision of the curriculum to respond better to the communications needs of public servants in their work environment. This reorientation involved the development of new teaching material that comprised the typical elements of communication in the workplace. To this end modules were developed, each one dealing with an aspect of Public Service life. The main stages of revision and the development of new teaching materials have been completed. The implementation of the new curriculum as well as an integrated system for evaluating student performance will begin in 1980.

In addition, the Commission conducted a major survey of about 140 departments to identify their needs for language training services. It is the first time a survey of this

Table 18

Enrollments in continuous French or English courses, 1975 to 1979

Year	French course			English course			Total	
	Previous year ^a	Current year	Total	Previous year ^a	Current year	Total	Previous year ^a	Current year
1975	1 930	3 862	5 792	237	416	653	2 167	4 278
1976	2 314	3 843	6 157	241	609	850	2 555	4 452
1977	2 303	2 530	4 833	342	662	1 004	2 645	3 192
1978 ^b	1 336	1 332	2 668	328	387	715	1 664	1 719
1979 ^b	930	1 609	2 539	294	460	754	1 224	2 069

^aIncludes only students who continue their training in the next year.

^bIncludes students on continuous training given at the rate of four hours a day.

has been carried out. The Commission is anxious to establish liaison between its Language Training Branch and the official languages laboratories of every department where the Commission has offered its services. The first step in this process involved holding interviews with representatives of each department to discuss their needs in relation to the official languages policy objectives modified in 1977—service to the public, language of work and fair participation by both language groups. The data collected during these interviews and a report on general departmental needs will be available early in 1980.

Assistance and other special projects complement the traditional language training activities and are evidence of the emergence of new needs. A new kind of inter-departmental liaison between departments and the Commission will be necessary to deal with a different context for the use of language training services in the eighties.

In the past several years, the Commission has noted an increased interest from various organizations in its services in the area of language training and related services. Many requests for information are received regularly from universities, teaching institutions, private organizations and associations

both within and outside Canada. In the eighties, the Commission will continue to respond to these requests in an attempt to share, with interested parties, the practical results of its work in language training services.

The Commission's language training services have made significant progress over the past 15 years and have adapted remarkably well to the many changes during this period. The Commission enters the eighties with a continuing commitment to acknowledge the need for change and to work towards its evolution.

Table 19

Continuous French or English courses and status of student, 1979

	Status of student				Total
	Training completed ^a	Training discontinued ^b	Training not completed ^c	Training suspended ^d	
Continuous courses					
French	1 221	282	806	230	2 539
English	430	62	217	45	754
	1 651	344	1 023	275	3 293

^a Students who took the Language Knowledge Examination (LKE).

^b Students who withdrew from training, were recalled by the department or were withdrawn by the Commission.

^c Students who are continuing their training in 1980.

^d Students who foresaw interrupting their training in 1979 in order to continue in 1980.

Table 20

Enrollments in French and English courses (other than continuous), 1979

	French	English	Total
Other than continuous			
One-time	4 002	647	4 649
Partial	250	0	250
Long-term	3 021	582	3 603
	7 273	1 229	8 502

Internal Management

During 1979, the Commission continued to strengthen its internal planning, resource allocation and controls through further development of its Integrated Management Process. The process, initiated in 1977, covers a total management cycle, ranging from the development of longer range strategies to final evaluation of program effectiveness, including an integration of various management planning and information sub-systems. The phases undertaken in 1978 included development of corporate strategies and objectives, preparation of branch goals and resource allocation. The first task of 1979 was to assess how these phases were operating. Remedial changes were adopted, based on assessment findings.

Two major projects were initiated in 1979. The control phases of the Integrated Management Process—Operational Planning, Operational Performance Review and Program Evaluation were specified. Commission managers began to prepare detailed operational plans based on decisions for resourcing levels of 1980-81. The second major project undertaken relates to the systems integration aspect of the process. Sixteen significant management planning or information sub-systems were identified, analysed and developed to ensure compatibility with and suitability for the various phases of the Integrated Management Process. When completed, all sub-systems will contribute to the management and control of Commission programs.

Human Resources Planning

In recent years, the Commission has sought to develop an effective human resources planning process both as a central agency and as a department. The implementation of the Integrated Management Process necessitated integrating various management systems, including the planning and management of human resources. This system, composed of several activities, such as equal opportunities programs, performance review and appraisal, staffing, training and development and official languages, is considered in preparing the key elements of the resource planning and control cycle. The integration of planning decisions on human resources with the planning of financial and other resources will ensure a more effective and efficient use of human resources in the Commission. At the same time, by focussing on the development of the Commission's human resources, it is hoped that a high level of performance

and personal satisfaction can be attained among employees. This goal is important at any time, but especially so in a period of austerity.

Performance Measurement

Senior Commission managers regularly receive three reports on operations and an analysis of the related indicators. The first report covers the state of the organization and contains financial and personnel management indicators. The second reviews the Commission's activities as a central agency. The third covers operational efficiency including the level and quality of services provided.

Most branches currently have a performance measurement system in place to permit managers to monitor the relative efficiency of their operations. The Treasury Board Secretariat report on performance measurement, published in February 1979, cited the system implemented in the Staffing Branch Operations Directorate as an example of how performance measurement can be applied.

Branches have used their performance indicators in connection with the Integrated Management Process, program forecasting and the preparation of the main estimates for 1980-81 to support their requests for resources. These indicators are also useful for preparing operational plans.

Some branches also have devised indicators that can be used to measure the effectiveness of their operations, for example, to monitor the throughput time of staffing actions. In 1980, the Commission will make concerted efforts to develop further this aspect of performance measurement.

Internal Audit

The Commission's Internal Audit Directorate continued to conduct wide-ranging management audits during 1979, in accordance with a policy issued earlier in the year. The Corporate Systems and Services Branch audit was completed as were the audits of the Staff Development Branch and Audit Branch. Work on the Language Training Branch commenced during the year and is scheduled for completion early in 1980. The Audit Committee was briefed on the results of the 1978 Staffing Branch audit and similar briefings are planned for each of the audits completed in the current year.

The all-encompassing audit concept will soon become a reality in the Commission. During the year, the development of a program for system-based financial audits was finalized and implementation began in the fall. In the planning stages is the development of an official languages audit program that, along with the financial audit program and the performance measurement evaluation activity, will be integrated with the 1980 operational audit schedule. As the end of the first three-year cycle approaches, a study will be undertaken early in 1980 to evaluate audit effectiveness in the Commission.

Training Program for Managers

The quality of management is dependent primarily on the skills and knowledge of the manager. The manager must ensure efficient and effective operations. Since training provides the manager with valuable assistance on how to perform better, the Commission has developed a training program for its management team.

This training program is designed to increase the manager's practical knowledge and skills in the fields of human and financial resource management, information management and the management process within the Commission. The courses and activities outlined in the first calendar emphasize training aimed at improving performance in one's present job, rather than development with a view to future jobs, and are closely linked to the Commission's commitments and concerns as a central agency.

The training program takes into account the levels of management involved, the specialized nature of the subjects and the individual characteristics of each organizational component. The intent is to respond precisely and adequately to managers' needs and encourage full participation by senior management. The timetable is flexible with equivalent offerings in both languages and a consultation service is available to help identify needs. Costs are included in the operations budget. The training program was realized through the support of senior management, the commitment from all functional specialists in the Commission and the coordination of the Personnel Directorate.

The implementation of the training program in 1979-80 constitutes the preliminary phase in the development of an internal training continuum for managers that will respond to the changing environment, as well as to the organizational needs of the Commission as a department.

Official Languages

For historical reasons stemming from its mandate, particularly in the areas of staffing and language training and development, the Commission is one of the most bilingual organizations in the federal government.

When the Official Languages Plan was implemented, more than half of the Commission's positions were identified as bilingual; a quarter of these have the highest level of bilingual proficiency and more than 80 per cent of the incumbents meet the language requirements of their positions. When one considers that a fair number of other employees have a certain knowledge of the second official language, it can be said that the Commission has a strong bilingual capacity. For those employees who do not meet the language requirements of their positions, the managers have established language training plans and/or administrative measures to satisfy service requirements.

The strong representation of the two language groups makes it possible for the Commission to exercise institutional bilingualism so that the clients are served in the language of their choice. It should also be underlined that the two language groups are represented on the Commission's senior management committees. With regard to language usage, management committees at different levels have issued directives that allow each employee the option of speaking or presenting documents in either language.

Over the course of the next few years, the Commission intends to consolidate its achievements, particularly in the areas of quality and availability of services and in the representation of the two language groups. Particular efforts will be made to integrate more fully the systems and management activities of official languages to help create a better climate for the use of the second language at work.

The Commission attaches great importance to the realization of its Official Languages Plan. The plan's development and implementation will be executed by the Bilingualism Division of the Personnel Directorate in conjunction with a committee composed of branch representatives. However, responsibility for the final implementation of the plan rests with each director general in the same manner as does accountability for the management of human, financial and physical resources.

Employment of the Handicapped

The Commission's approach to employment of the handicapped is to integrate this aspect of staffing into its internal process of human resources planning. This method will ensure that employment of the handicapped becomes part of the total management decision-making process in the human resources planning area. Thus Commission managers, as part of their attainment of Commission objectives, will be expected to pay particular attention to the employment of the handicapped and their specific needs.

During 1979, the Commission also attempted to compile information on its handicapped employees, including their particular type of handicap and the barriers to employment in the workplace. The Commission also offered, as part of its internal vocational guidance function, counselling services and information for the handicapped.

Native Employment

The Commission's efforts to increase the participation of natives in its own work was oriented, in 1979, to a program of information for Commission employees. Native employees, as well as those positions with native cultural or linguistic content, were identified. In addition, a bulletin was distributed to Commission employees to help sensitize them to the native culture; staffing officers received training on native employment policies.

Since the native employment program is integrated with the internal human resources planning function, mechanisms were developed in 1979 for its incorporation into all of the various management systems such as performance evaluation. This approach will ensure the direct involvement of managers towards the practical application of this policy.

Equal Opportunity for Women

During 1979, the program of equal opportunity for women was aimed primarily at more structured integration into the various Commission management decision-making processes. This will mean that the different training modules for managers and the procedures related to performance appraisals will focus attention on the manager's responsibilities in this area.

In this connection, an information system was established to identify the male and female populations by type of appointment. This will help pinpoint those areas of the organization where more effort is required to improve the representation of women.

Personnel Data Systems

Public Service Commission has become increasingly concerned with the management of personnel information and the growth and complexity of problem areas. The problems encountered are related to the growth and complexity of government reporting; the apparent duplication of many reporting requests; proliferation and fragmentation of information and program requirements; application of information technology incapable of handling massive quantities of data; and the rising costs of data and information handling equipment, software and management personnel.

The Commission has undertaken new initiatives for better management of its information needs and holdings within the following framework: the decreasing size of the continuing reorganization of the Public Service workforce; the impact of the *Official Languages Act*; the creation of special programs for under-represented groups; changes from centralized to decentralized concepts of management, resultant delegation of authority from the Public Service Commission and other central agencies; the impact of the *Canadian Human Rights Act* as it relates to the collection of potentially discriminatory data and the need to meet more vigorously the requirements to protect personal information held by this institution; and finally the need to prepare both administratively and philosophically for freedom of information legislation that may be passed in the near future.

In order to upgrade and simplify its data collection, processing, holdings and disposal, the Commission has taken a number of steps in co-operation with the Treasury Board Secretariat and other departments to: reduce its demands on data sources for information; simplify policies and procedures related to the staffing and training functions; standardize and simplify the terminology used in the language of personnel administration, in co-operation with other central agencies; and create and standardize the technology and in support of the management of information resources.

In addition, the Commission's own Electronic Data Processing (EDP) facility has implemented a full-cost disclosure system that identifies the full costs of the EDP services provided to each of the program branches. This approach should foster a more cost conscious use of EDP by Commission managers without the need for additional accounting mechanisms and resources that a full cost-recovery system would require.

The Decade Ahead

The first chapter of this Annual Report reviewed the decade of the seventies; this chapter looks at the decade ahead. What kind of decade is the federal Public Service entering? What kind of federal Public Service is needed in the eighties? To what extent are major changes needed and how can they be brought about? These are key questions that must be confronted if the Public Service is to evolve in a reasonably stable manner, instead of existing in continuous turmoil with haphazard reactions to largely unforeseen changes in circumstances. These questions are obviously very difficult to answer with any assurance and perhaps the best that can be done is to make some tentative predictions.

With a little good fortune, the eighties will prove to be a period of consolidation for the Public Service, a period during which much of the thinking and concerns of the late seventies will be incorporated progressively into the way the Public Service is managed. If this is the case, it will be in sharp contrast to the seventies when so many Public Service management issues were only partially confronted before energies were redirected to face the next wave of change.

The purpose of this chapter is to offer several observations on the Public Service as it enters the eighties and to suggest a number of propositions that the Public Service Commission believes should guide the future evolution of staffing policies and related personnel management processes.

The first observation is that for a variety of reasons, partly the result of provisions in legislation requiring some urgent changes, the staffing system has become unduly dependent on procedural rules and regulations. This has led to the growth of an army of personnel specialists to police the system, defensive behaviour by managers and personnel officers alike and the too frequent supremacy of the system over common sense or over sensitive decisions concerning individual public servants.

A second observation is that, in many instances, managers were not provided with an opportunity to acquire and demonstrate certain management knowledge and skills before being asked to assume management responsibilities. Indeed, the staffing selection process, itself, did not place the appropriate weight on proven management skills. This resulted in the appointment

of managers who felt dominated by the personnel management system because of their unfamiliarity with the procedures and their intended purpose. Consequently managers, anxious to get the job done, often abdicated their responsibility for personnel management and relied on staff specialists.

A third observation is that austerity measures flowing from a period of general economic restraint are having a variety of impacts. These measures are unquestionably pressuring managers to find ways of delivering more for less and managers, increasingly, are conscious that the personnel management practices of the seventies need serious upgrading. At the same time, these austerity measures are requiring a difficult readjustment in the career advancement expectations of many public servants; a symptom of this is the heightened demand by many individual public servants for strict observance of their rights and a lower tolerance on their part towards the exercise of managerial discretion. This co-existence in the same workplace of these two types of impact has led understandably to more frequent adversarial relationships and tensions between employees and managers. Some employees today seem to have little faith in management's concern for them while many managers seem to see the interventions of redress agents, whether appeal boards or others, as unwarranted and unsympathetic intrusions into their domain.

A fourth observation is that the tension on the part of many managers has been increased by the growth of "watchdog" agencies that sit in *ex post facto* judgement of how managers performed. This has resulted in the undermining of the manager's authority and confidence as well as the diversion of the manager's energies from the primary management tasks in order to respond to their observations. A myriad of seemingly conflicting directives from these watchdog agencies also served to confound the manager and led to second-guessing and more uncertainty that further undermined managerial confidence.

A fifth general observation is the emergence of quality of work-life concerns in response to an increasing number of better educated workers seeking more job satisfaction. In the past, work was more specialized, repetitive and time-pressured,

creating a need for workers who were obedient, punctual and willing to perform rote tasks. In comparison, many employees today seek and expect involvement in management decision making, participation in how the work is organized and assignments with clear purpose.

A sixth observation is the low esteem with which the public has come to regard the Public Service in the late seventies, probably unprecedented at the federal level, at least since the thirties. Blanket allegations that public servants have low productivity, are self-serving and overpaid became commonplace in the media and widely accepted by the public. There is evidence to suggest that a more balanced public view is returning. Continued and unwarranted lack of appreciation would soon have had serious and visible impact on morale and on the ability to recruit top-flight personnel.

In the light of these observations, it is suggested that a number of propositions should guide the evolution of personnel management in the eighties. The first proposition is that the role of the manager and the quality of decisions made by managers should be the cornerstone of management. This proposition seems already to be largely accepted as the Public Service takes steps to identify better the management cadre and to establish policies specifically for the management of this cadre. With the emergence of managers with stronger aptitudes, greater commitment and better skills through experience and training for this type of work, it is possible to consider complementary steps towards improved management.

The second proposition is that personnel management systems need to become more flexible so as to be consistent with the pressures for greater managerial accountability and in recognition that rigidities do not lead necessarily to fairness. This should be reflected in some re-balancing towards policies from regulations, towards guidelines from directives, towards accountability for results in place of controls, towards the capability of considering special circumstances in lieu of conformity and, where possible, towards informal redress methods rather than formal court-like procedures. It should be reflected in more effective deployment of personnel in order that organizational requirements and individual skills can best be matched to serve the public interest, for example through more use of appointment to level rather than to position. It should be seen in increased interchanges

of personnel with other levels of government and private organizations to broaden awareness of the complex, interrelated issues of modern society and in a new emphasis on personnel staying long enough in jobs to manage the programs and staff and to deliver the services effectively and efficiently, an essential prerequisite for accountability.

The third proposition is that the Public Service, like other large organizations, should become more conscious of the need to humanize the workplace. Employees, increasingly, will demand more involvement in work decisions, control over work methods and more rewarding and challenging jobs. There will be more demands for opportunities to make career changes and to seek second and possibly third careers. There will be more instances of work interruptions for leaves of absence for educational, family, voluntary service and recreational purposes. As a result, most managers should become involved increasingly in such concerns as participatory management, the evolution of professional standards and the use of job-engineering, job-sharing and part-time work. This process will have to be complemented by an effective program of employee relations to establish clear, continuous two-way communication, an essential element for mutual understanding.

The fourth proposition is that training and development should be regarded as an essential cost of operations and key, indeed, to a number of continuing concerns, for example, the retraining of people in surplus skill areas or the establishment and maintenance of a competent management cadre.

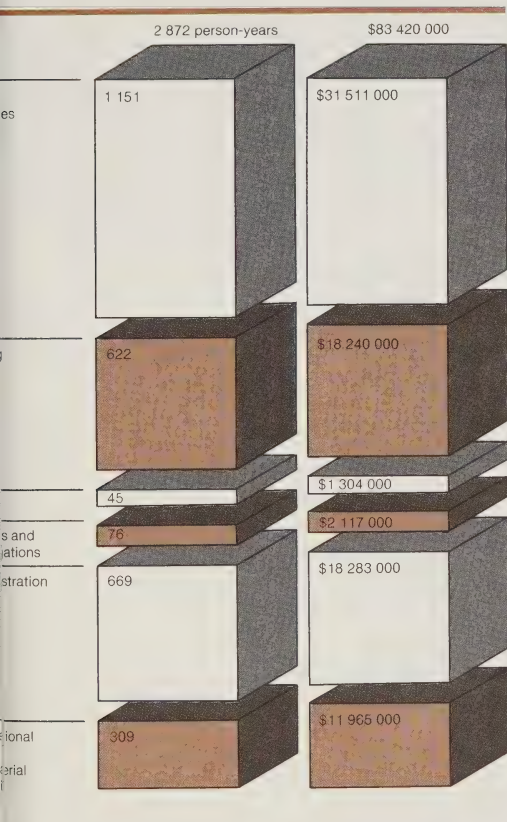
The fifth proposition is that public servants at all levels should be continuously reminded that the Public Service exists to serve the public in accordance with government policies and that the image of the Public Service is linked closely to the quality of the services provided. This should be reflected in further efforts at assessing the quantity, quality and cost of services rendered. It should be reflected in improved internal communications so that employees, whether they are meeting the public directly, understand how their work serves the missions of government.

Based on the foregoing propositions, it is clear that managing the Public Service for performance will be complex and demanding in the decade ahead. The management of human resources in the eighties will be challenged by both the problems and

opportunities presented by the likely continuance of austerity. Although there will be heightened competition among managers for a shrinking pool of human, physical and financial resources, there will be greater personal and professional rewards for the manager for achieving the desired results. The new focus on the role of the manager will necessitate the use of support mechanisms that recognize the vital role the manager must play in better human resources planning, performance review and appraisal, job evaluation and many other personnel management delivery systems. A final and sobering consideration is that because of the size and diversity of the Public Service, the task of managing certainly is not going to be less complex. The task of communicating with all or large parts of the Public Service will remain an awesome challenge.

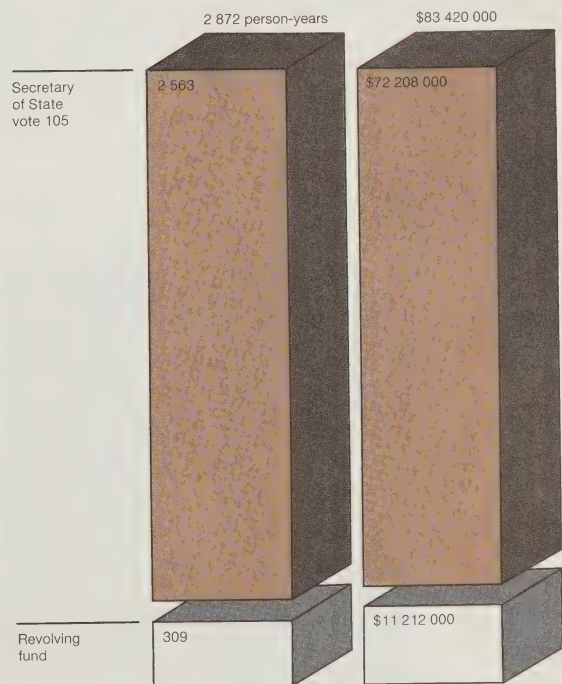
Budget of the Public Service Commission, 1978-79

Figure 1
Person-years and funds by major
categories



Funds allocated to professional training include \$753,000 reimbursed to the revolving fund. The total is the two per cent reduction in person-years as directed by the Treasury Board Secretariat. The revolving fund is an authorization to draw money from the Consolidated Revenue Fund as working capital for prescribed purposes. The money drawn must not exceed a certain amount at any one time and must be expended on a continuing basis. The fund is replenished through returns or expenditures.

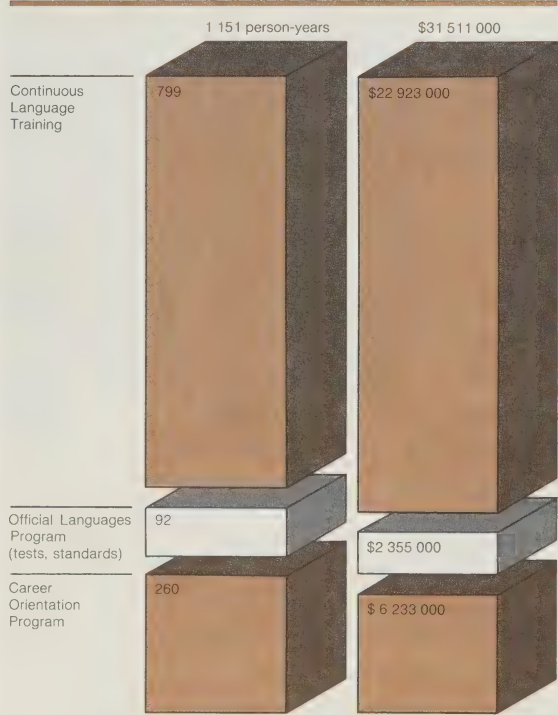
Figure 2
Source of person-years and funds



Note: Funds allocated to professional and managerial training include \$753,000 reimbursed to the revolving fund. The total includes the two per cent reduction in person-years as directed by the Treasury Board Secretariat. In the 1979-80 program forecasts for professional and managerial training, the revenue forecast was \$11,091 million with an expected loss of \$121,000.

Due to the restraint program imposed on government expenditures during 1979-80, revenues earned from other government departments are now projected to fall short of the original forecasted revenue for the year by approximately \$3.5 million. On the other hand, expenditures cannot be reduced by more than \$1.5 million during the same period.

Figure 3
Person-years and funds for official
languages activities



Delegation of Staffing Authority

There were two general revisions to delegation in 1979: the first involved lay-off and probation matters resulting from changes to the Public Service Employment Regulations (PSER); and the second resulted from the revocation of six Regulations that, in turn, necessitated their removal from delegation. In addition, delegation of staffing authority for inter-departmental appointments was granted for the Personnel Administration (PE) and Information Services (IS) groups and the special conditions of delegation for the Electronics (EL) group were removed following a satisfactory trial period.

Revisions Concerning Lay-off and Probation

- authority to grant lay-off status was delegated
- authority to remove lay-off status was withdrawn
- references to extension of probation as an exclusive deputy head authority were rescinded since this provision was removed from the Regulations.

Revisions Resulting from PSER Revocations

- six Regulations were revoked on October 1, 1979
- delegated authority for levels 1-4 of the PE and IS groups was extended to permit interdepartmental appointments
- the special conditions for delegation of levels 1-7 of the EL group were removed after a satisfactory one-year trial period.

All delegation arrangements contain, as a term and condition of delegation, a requirement that subdelegated staffing authority be exercised only by those persons who are sufficiently knowledgeable or adequately informed of the staffing philosophy and processes in the federal Public Service. This condition was established to ensure that subdelegated authority is exercised only by functional specialists or by managers with sufficient knowledge of staffing to discharge these responsibilities in a proper manner. The provision was strengthened in 1979 by the Commission's determination that those who exercise subdelegated staffing authority as functional specialists may do so only if accredited as certified staffing officers.

Where subdelegated authority is vested in line managers, it may be exercised only when they obtain the advice and assistance of a certified staffing officer. The implementation of this aspect of the Staffing Officer Certification Program in 1979 helped to realize, in measurable terms, the Commission's basic policy position that delegated authority must be supported by demonstrably capable staffing personnel.

During 1979, initial delegation of staffing authority, pursuant to Sub-section 6(1) of the *Public Service Employment Act*, was effected for the three agencies listed in the following Table on delegation. These actions were taken in accord with the current delegation policy. Increased emphasis was given, however, to the need for an assessment of whether the objectives and benefits of delegation could be realized in the agencies concerned and the continuing availability of persons accredited as certified staffing officers to ensure a satisfactory staffing capability. These considerations were also the determining factors in not extending delegated authority to other agencies in 1979.

The initial delegation of staffing authority for the Information Services (IS) and Electronics (EL) groups was concluded during 1979 except for several departments which employ limited personnel in these groups. This further delegation is included in the Table as delegation of additional groups.

In addition, previously delegated authority was reduced in one department since there was no further need for this authority. New delegation arrangements developed for Industry, Trade and Commerce do not include all of the groups in the Scientific and Professional Category originally delegated, since the department found that extent of authority unnecessary.

Delegation arrangements for four departments were scheduled to terminate in 1979. These departments each had been granted a special delegation instrument in 1978 to provide a fixed period in which to show corrective evidence on previous operational difficulties. All four departments responded favourably and thus justified re-establishment of normal delegation arrangements with provision for expiry and renewal at two-year intervals.

Two agencies determined their volume of staffing activity was insufficient to maintain the systems and resources necessary for managing the full scope of previously delegated authority. For this reason, the two deputy heads chose to withdraw their acceptance of delegated authority in accordance with the previous terms and conditions of delegation. For the Canadian

Intergovernmental Conference Secretariat, all delegated authority was relinquished and the Office of the Chief Electoral Officer chose to retain authority only for term appointments of less than six months. In view of the deputy heads' wishes, the Commission undertook to provide staffing services to meet future appointment needs for which authority was relinquished.

The results of audits and reviews in 22 departments and agencies indicated that in only one instance was there sufficient need for operational improvement to adjust the validity period of delegation to ensure appropriate corrective actions would be taken in a reasonable time period. The special delegation instrument issued for this purpose is identified in the

Delegation of Staffing Authority in 1979

Action Effectuated	Scientific and Professional	Administrative and Foreign Service	Technical	Administrative Support	Operational	Career-Oriented Summer Employment Programs
Initial Delegation	Federal Court <i>April 23</i>	Federal Court <i>April 23</i>	Federal Court <i>April 23</i>	Federal Court <i>April 23</i>	Federal Court <i>April 23</i>	Federal Court <i>April 23</i>
	Bureau of Pensions Advocates <i>June 4</i>	Bureau of Pensions Advocates <i>June 4</i>	Bureau of Pensions Advocates <i>June 4</i>	Bureau of Pensions Advocates <i>June 4</i>	Bureau of Pensions Advocates <i>June 4</i>	Bureau of Pensions Advocates <i>June 4</i>
	Office of the Comptroller General of Canada <i>June 7</i>	Office of the Comptroller General of Canada <i>June 7</i>	Office of the Comptroller General of Canada <i>June 7</i>	Office of the Comptroller General of Canada <i>June 7</i>	Office of the Comptroller General of Canada <i>June 7</i>	Office of the Comptroller General of Canada <i>June 7</i>
Delegation of additional Groups			Post Office <i>February 1</i>			
			Royal Canadian Mounted Police (Civilians) <i>February 9</i>			
		Office of the Governor General's Secretary <i>February 9</i>				
	National Museums of Canada <i>February 28</i>	National Museums of Canada <i>February 28</i>	National Museums of Canada <i>February 28</i>			
	National Revenue (Taxation) <i>March 1</i>		National Revenue (Taxation) <i>March 1</i>			
		Consumer and Corporate Affairs <i>July 16</i>	Veterans Affairs <i>April 1</i>			
		Justice <i>August 20</i>				
	Regional Economic Expansion <i>August 29</i>		Regional Economic Expansion <i>August 29</i>		Regional Economic Expansion <i>August 29</i>	
	Employment and Immigration <i>November 5</i>					

le. While this instrument is in effect, the agency must submit and implement an acceptable plan for corrective action. Cancellation of delegation beyond the scheduled termination date for this limited delegation arrangement will be dependent on correction of identified operational

deficiencies. The validity period of delegation for another agency was adjusted to advance the established expiry and renewal dates by one year. This action was taken solely to facilitate the future scheduling of audits and reviews. It did not alter the extent of the deputy head's delegated

authority or the validity provision for expiry and renewal at two-year intervals.

The following Table shows, by department and agency and by occupational category, changes in the authority delegated to deputy heads effected by instruments of delegation.

Delegation of Staffing Authority in 1979

Action Effectuated	Scientific and Professional	Administrative and Foreign Service	Technical	Administrative Support	Operational	Career-Oriented Summer Employment Programs
Reduction of Delegated Authority	Industry, Trade and Commerce <i>February 1</i>					
Re-establishment of Delegated Authority	National Museums of Canada <i>August 1</i> National Library of Canada <i>December 4</i> Public Archives of Canada <i>December 4</i> Labour <i>December 16</i>	National Museums of Canada <i>August 1</i> National Library of Canada <i>December 4</i> Public Archives of Canada <i>December 4</i> Labour <i>December 16</i>	National Museums of Canada <i>August 1</i> National Library of Canada <i>December 4</i> Public Archives of Canada <i>December 4</i> Labour <i>December 16</i>	National Museums of Canada <i>August 1</i> National Library of Canada <i>December 4</i> Public Archives of Canada <i>December 4</i> Labour <i>December 16</i>	National Museums of Canada <i>August 1</i> National Library of Canada <i>December 4</i> Public Archives of Canada <i>December 4</i> Labour <i>December 16</i>	National Museums of Canada <i>August 1</i> National Library of Canada <i>December 4</i> Public Archives of Canada <i>December 4</i> Labour <i>December 16</i>
Termination of Delegation	Canadian Intergovernmental Conference Secretariat <i>October 1</i>	Canadian Intergovernmental Conference Secretariat <i>October 1</i> Office of the Chief Electoral Officer <i>December 1</i>	Canadian Intergovernmental Conference Secretariat <i>October 1</i>	Canadian Intergovernmental Conference Secretariat <i>October 1</i> Office of the Chief Electoral Officer <i>December 1</i>	Canadian Intergovernmental Conference Secretariat <i>October 1</i> Office of the Chief Electoral Officer <i>December 1</i>	Canadian Intergovernmental Conference Secretariat <i>October 1</i> Office of the Chief Electoral Officer <i>December 1</i>
Special Delegation Instruments	National Parole Board <i>April 3, 1979</i> to <i>January 22, 1980</i>	National Parole Board <i>April 3, 1979</i> to <i>January 22, 1980</i>	National Parole Board <i>April 3, 1979</i> to <i>January 22, 1980</i>	National Parole Board <i>April 3, 1979</i> to <i>January 22, 1980</i>	National Parole Board <i>April 3, 1979</i> to <i>January 22, 1980</i>	National Parole Board <i>April 3, 1979</i> to <i>January 22, 1980</i>

Note: Sub-section 6(1) of the *Public Service Employment Act* provides for delegation of staffing authority to deputy heads, subject to terms and conditions established by the Commission.

Exclusions from the Public Service Employment Act

The *Public Service Employment Act* (Section 39) authorizes the Commission to exclude, from the provisions of the Act, any person, position or class of positions if the Commission considers this to be in the best interests of the Public Service. Any decision of this type must be approved by the Governor in Council. As well, the Commission may, with the approval of the Governor in Council, reapply any of the provisions of the Act to any position or person previously excluded. Exclusions made in 1979 in accordance with the provisions of Section 39 were as follows:

Order in Council No. 396, effective February 15, 1979 to February 15, 1981

Forty positions in the correctional group were excluded for a period of two years from Sub-section 12(2) of the *Public Service Employment Act* in order to carry out a special program designed to reduce disadvantages affecting women with respect to employment as correctional officers and to facilitate their appointment for a pilot project in certain correctional institutions.

Order in Council No. 598, effective March 1, 1979

Employees appointed for an indeterminate period, whose positions had been declared surplus and who, before being laid off, were appointed or were about to be appointed without competition to other positions in the Public Service, were excluded from Section 21(b) of the Act thereby making their appointments without competition unappealable.

Order in Council No. 1045, effective March 28, 1979

Persons who were appointed for a specified period, and subsequently laid off, were excluded from Sub-section 29(3) of the Act for appointment without competition, in priority, to any position in the Public Service for which, in the opinion of the Commission, they were qualified and from Sub-section (4), for entry into any competition for which they would have been eligible had they not been laid off.

Order in Council No. 1168, effective April 4, 1979

Across Canada, 31 Revenue Post Office employees were excluded from Section 10 dealing with appointment according to merit, Section 20, relating to language qualifications (that would normally have been applied) and Section 21, concerning the right to appeal. These employees were excluded from certain provisions of the Act when they became members of the Public Service due to a change in a collective agreement. They had previously been completely excluded from the *Public Service Employment Act*. The exclusion in this case was identical to that granted in the previous year to 401 of their colleagues.

Order in Council No. 1598, effective May 31, 1979

Forty-six native employees from Indian and Northern Affairs, appointed without competition to term positions that were established for training purposes leading to entry to indeterminate positions upon successful completion of the training objectives, were excluded from the operation of Sub-section 21(b) of the Act. At the same time, the positions to which they were appointed were excluded from the operations of Sub-sections 29(3), 30(1) and (2) and 37(3) and (4), regarding priority appointments. The Commission deemed it in the public interest to make these appointments through an exclusion order, without the normal granting of appeal rights, in order to avoid undermining the department's developmental program.

Order in Council No. 1779, effective June 28, 1979

One hundred and twenty-four employees were excluded from the operation of Section 21(b) of the Act in respect of their appointment without competition, upon termination of their employment with the Anti-Inflation Board, to positions in the Public Service for which the maximum rate of pay did not exceed the maximum rate of pay of their positions at the Anti-Inflation Board. They were also excluded from Sections 29(3), 30(1) and (2) and 37(3) and (4) of the Act, regarding priority appointments.

Order in Council No. 3438, effective December 13, 1979

hundred and sixty-eight persons appointed for a specified period who had years of continuous employment were excluded from Section 21(b) of the Act in respect of their appointment without compensation for an indeterminate period, upon termination of their employment for a specified period, to positions in the same category, group and level as the positions in which they were employed for a specified period. The positions to which they were appointed were excluded from the provisions of Sub-sections 29(3), 31(1) and 37(3) and (4) regarding priority appointments.

Additional Exclusions

In addition to the foregoing, 10 persons were excluded from the provisions of the *Public Service Employment Act* on their appointment to Public Service positions for a period specified in the exclusion list (see Table).

Local Regulation

A new regulation respecting the employment of locally engaged persons abroad, known as "Locally-Engaged Staff Employment Regulations", was established excluding these persons from all the provisions of the *Public Service Employment Act*. These persons are employed in Canadian embassies and missions abroad.

Persons excluded from the Public Service Employment Act, 1979

Member in Council No.	Date	Name	Title
130 3533	15/01/79 to 15/01/80 15/01/80 to 15/07/80	H. Basil Robinson	Special Adviser to the Under-Secretary of State for External Affairs
196 2120	01/02/79 to 01/08/79 01/08/79 to 01/02/80	Tommy K. Shoyama	Special Adviser to the Prime Minister on Constitutional Matters
198 3369	25/01/79 to 25/01/80 25/01/80 to 25/01/81	René Chartier	Press Secretary to the Governor General
894	01/04/79 to 01/10/79	William Teron	Policy Adviser to the Minister of Public Works and Minister responsible for Canada Mortgage and Housing Corporation on a part-time basis
1842	12/07/79 to 12/07/80	Robert L. Stanfield	Special Representative of the Government of Canada and Ambassador-at-large
2204	01/09/79 to 01/03/80	William C. Hood	Special Adviser to the Minister of Finance
2208	01/09/79 to 01/03/80	Bruce S. Rawson	Special Adviser to the Prime Minister on Social Development
2931	15/10/79 to 15/10/80	Dr. Hugh M. Horner	Grain Transportation Coordinator
3064	01/11/79 to 01/11/80	Jean Casselman-Wadds	Special Adviser to the Under-Secretary of State for External Affairs
3375	01/01/80 (for the duration of her appointment to the Organization of Economic Co-operation and Development)	Sylvia Ostry	Special Adviser to the Prime Minister

Leaves of Absence for Political Partisanship

Under Section 32 of the *Public Service Employment Act*, a public servant seeking to be a candidate in a federal, provincial or territorial election must apply to the Public Service Commission for a leave of absence without pay. The Commission may grant the leave if, after consultation with the deputy head, it is convinced that "the usefulness to the Public Service of the employee in the position he then occupies would not be impaired by reason of his having been a candidate for election."

In 1979, the Commission received 22 requests for leave under Section 32 of the Act. The requests were made by 16 public servants wishing to run in a federal election and six prospective candidates in provincial elections (Alberta 1, Newfoundland 3 and Québec 2).

Of the 22 requests for leave (federal and provincial), 18 were granted and four refused. The four employees refused leave were prospective candidates in the federal election on May 22, 1979. Of those granted leave, the breakdown by department is as follows:

Consumer and Corporate Affairs	1
National Defence (Civilians)	1
Regional Economic Expansion	1
Employment and Immigration	4
Energy, Mines and Resources	1
External Affairs	1
Indian and Northern Affairs	1
National Health and Welfare	2
Post Office	3
Public Archives of Canada	1
National Revenue (Taxation)	1
Transport	1

Revocation of Appointments

The *Public Service Employment Act* provides for the revocation of appointments under three different circumstances:

- under Section 6, where an appointment was made under delegated authority and the Commission believes the person does not possess the necessary qualifications to perform the duties of the position, or where the appointment was made in contravention of the terms and conditions of delegation; when an appointment is made from within the Public Service, it may be revoked only by the Commission upon recommendation by a Board of Inquiry;
- under Section 21, where an appeal has been allowed against an appointment;
- under Section 41, where it is proven upon inquiry that a person has been involved in a fraudulent practice.

In 1979, 20 appointments were revoked by the Commission. Fifteen of these were revoked under the provisions of Section 6, of which 10 were appointments from outside the Public Service. Five appointments made through closed competitions were revoked under Section 21. No appointments were revoked for fraudulent practices under Section 41.

The following are some examples of appointments that were revoked under Section 6(2) of the *Public Service Employment Act*:

- the appointment of a non-Canadian before qualified Canadians
- the appointment of a candidate in an open competition who did not meet the experience requirements of the position
- the appointment of four persons who were not eligible to compete in closed competitions (revocation action was taken after the recommendation of a Board of Inquiry)
- the appointment of a person, who did not meet the language requirements, to a bilingual imperative position.

Révocations de nominations

La Loi sur l'emploi dans la Fonction publique prévoit la révocation de nominations dans trois circonstances :

- en vertu de l'article 6, lorsque la nomination est faite par délégation de pouvoirs et que la Commission estime que la personne nommée ne possède pas les qualifications requises pour exercer les fonctions affectées au poste ou lorsque la nomination contrevient aux conditions visées par la délégation; une nomination faite au sein de la Fonction publique ne peut être révoquée que par la Commission d'enquête;
- en vertu de l'article 21, lorsqu'un appel interjeté contre une nomination est accueilli;
- en vertu de l'article 41, lorsqu'il ressort d'une enquête qu'une personne a été mêlée à des pratiques frauduleuses;

En 1979, la Commission a révoqué vingt nominations. Quinze d'entre elles l'ont été en vertu de l'article 6, dont six concernent des personnes qui ne faisaient pas partie de la Fonction publique. Cinq nominations faites à la suite de concours restreints ont été révoquées en vertu de l'article 21. Aucune nomination n'a été révoquée pour pratiques frauduleuses en vertu de l'article 41.

Voici quelques exemples de nominations révoquées en vertu du paragraphe 6(2) de la Loi sur l'emploi dans la Fonction publique :

- la nomination d'un non-Canadien au détriment de candidats canadiens qualifiés;
- la nomination d'un candidat reçu à un concours public bien qu'il ne satisfasse pas aux exigences du poste relativement à l'expérience requise;
- la nomination de quatre personnes qui n'étaient pas admissibles à un concours — cette révocation a été faite sur la recommandation d'une commission d'enquête;
- la nomination d'une personne qui ne satisfaisait pas aux exigences linguistiques d'un poste impérativement bilingue.

Congés autorisés pour fins d'activités politiques

Aux termes de l'article 32 de la Loi sur l'emploi dans la Fonction publique, tout fonctionnaire désireux de se porter candidat à des élections fédérales, provinciales ou territoriales doit faire une demande de congé sans traitement à la Commission de la Fonction publique. La Commission, ayant sollicité l'avis du sous-chef, accordera le congé si elle « est d'avis que, par rapport à la Fonction publique, l'efficacité de l'employé dans le poste qu'il occupe alors, n'aura pas à souffrir du fait qu'il aura été candidat à une élection... »

En 1979, la Commission a été saisie de vingt-deux demandes de congé en vertu de l'article 32 de la Loi. Seize demandes provenaient de fonctionnaires désireux de briguer les suffrages aux élections fédérales et six de fonctionnaires aspirant à être candidats à des élections provinciales : un en Alberta, trois à Terre-Neuve et deux au Québec.

De ces vingt-deux demandes (élections fédérales et provinciales), dix-huit ont été agréées et quatre refusées. Les quatre demandes refusées provenaient de fonctionnaires qui voulaient se porter candidats aux élections fédérales du 22 mai 1979. Pour les demandes agréées, la ventilation par ministère est la suivante :

Consommation et Corporations	1
Défense nationale (civils)	1
Expansion économique régionale	1
Emploi et Immigration	4
Energie, Mines et Ressources	1
Affaires extérieures	1
Affaires indiennes et du Nord canadien	1
Santé nationale et Bien-être social	2
Postes	3
Archives publiques du Canada	1
Revenu national, Impôt	1
Transports	1

illustrées à l'application du paragraphe 2(1b) de la Loi pour être nommées dans un concours pour une période indéterminée à la fin de la période déterminée de nomination à des postes de même catégorie, groupe et niveau que les postes qu'ils occupaient auparavant. Les postes qu'ils ont été nommés ont été sous-jacés à l'application des paragraphes 2(1), 3(1) et (2) et 38(3) et (4) concernant les priorités de nominations.

Exclusions particulières

D'autre part, dix personnes ont été sous-jacées aux dispositions de la Loi sur l'emploi dans la Fonction publique au moment de leur nomination à des postes de la Fonction publique pour une période précise au décret d'exclusion (voir le tableau).

Nouveau règlement

Un nouveau règlement concernant le recrutement de personnes sur place à l'étranger, intitulé Règlement sur le recrutement d'employés sur place, a été établi, entraînant ces personnes à toutes les positions de la Loi sur l'emploi dans la Fonction publique. Ces personnes sont placées dans les ambassades et les missions canadiennes à l'étranger.

Inclusions particulières sous la Loi sur l'emploi dans la Fonction publique

Numéro du décret du conseil privé	Date	Nom	Titre
130	15/01/79—15/01/80	H. Basil Robinson	Conseiller spécial auprès du sous-secrétaire d'Etat aux Affaires extérieures
3533	15/01/80—15/07/80		
196	01/02/79—01/08/79	Tommy K. Shoyama	Conseiller spécial auprès du Premier ministre en matières constitutionnelles
2120	01/08/79—01/02/80		
198	25/01/79—25/01/80	Rene Charte	Secrétaire de presse du Gouverneur général
3369	25/01/80—25/01/81		
894	01/04/79—01/10/79	William Teron	Conseiller de direction, à temps partiel, auprès du ministre des Travaux publics et ministre responsable de la Société canadienne d'hypothèques et de logement
1842	12/07/79—12/07/80	Robert L. Stanfield	Représentant spécial du Gouvernement du Canada et Ambassadeur itinérant
2204	01/09/79—01/03/80	William C. Hood	Conseiller spécial auprès du ministre des Finances
2208	01/09/79—01/03/80	Bruce S. Rawson	Conseiller spécial auprès du Premier ministre en matière de développement social
2931	15/10/79—15/10/80	Dr Hugh M. Horner	Coordonnateur du transport des grains
3064	01/11/79—01/11/80	Jean Casselman-Wadds	Conseiller spécial auprès du sous-secrétaire d'Etat aux Affaires extérieures
3375	01/01/80—pour la durée de sa nomination à l'Organisation de coopération et de développement économique	Sylvia Ostry	Conseiller spécial auprès du Premier ministre

Exclusions de la Loi sur l'emploi dans la Fonction publique

La Loi sur l'emploi dans la Fonction publique (article 39) autorise la Commission à soustraire de ses dispositions toute personne, tout poste ou toute classe de postes si cela correspond aux meilleurs intérêts de la Fonction publique. Toute décision en ce sens doit être approuvée par le gouverneur en conseil et peut être inversée, avec son assentiment, sur la recommandation de la Commission. Voici, pour 1979, les exclusions créées en vertu de l'article 39 susmentionné:

Décret du Conseil privé, n° 396, en vigueur du 15 février 1979 au 15 février 1981

Quarante postes du groupe Services correctionnels sont soustraits, pour deux ans, du paragraphe 12(2) de la Loi sur l'emploi dans la Fonction publique pour permettre la mise en œuvre d'un programme spécial destiné à améliorer la situation des femmes agents correctionnels et à faciliter la nomination de femmes à ces postes dans le cadre d'un projet-pilote mené dans certains pénitenciers.

Décret du Conseil privé, n° 598, en vigueur à compter du 1^{er} mars 1979

Les employés nommés pour une période indéterminée dont le poste a été déclaré excédentaire et qui, avant d'être mis en disponibilité, avaient été nommés ou étaient sur le point de l'être sans concours, à d'autres postes de la Fonction publique, ont été soustraits au paragraphe 21b) de la Loi sur l'emploi dans la Fonction publique. Par conséquent, ils ne peuvent pas être appelés à occuper ces postes.

Décret du Conseil privé, n° 1045, en vigueur à compter du 28 mars 1979

Les personnes nommées pour une période déterminée et mises en disponibilité ont été soustraies à l'application du paragraphe 29(3) de la Loi relatif à la nomination sans concours, en priorité absolue, d'employés mis en disponibilité à tout poste de la Fonction publique pour lequel la Commission les juge qualifiées ainsi que du paragraphe 29(4) concernant la présentation d'employés à tout concours auquel ils auraient été admissibles s'ils n'avaient pas été mis en disponibilité.

Décret du Conseil privé, n° 1168, en vigueur à compter du 4 avril 1979

Six cent soixante-huit personnes nommées pour une période déterminée et comptant cinq ans de service continu ont été soustraies à l'application de l'article 10 portant sur les nominations au mérite, de l'article 20 concernant les exigences linguistiques (là où elles se seraient normalement appliquées) et de l'article 21 relatif au droit d'appel. Cette disposition a été prise par suite de leur intégration à la Fonction publique du fait d'une modification d'une convention collective. Ces employés n'étaient pas du tout auparavant assujettis à la Loi sur l'emploi dans la Fonction publique. Cette exclusion est identique à celle qui a été accordée l'an dernier à 401 de leurs collègues.

Décret du Conseil privé, n° 1598, en vigueur à compter du 31 mai 1979

Ont été soustraits de l'application du paragraphe 21b) de la Loi 46 employés autochtones du ministère des Affaires indiennes et du Nord canadien, nommés sans concours pour une période indéterminée, suivant l'atteinte de leurs objectifs de formation. Par la même occasion, leurs postes ont été soustraits à l'application des paragraphes 29(3), 30(1) et (2) et 37(3) et (4) relatifs aux priorités de nominations. La Commission a jugé qu'il était dans l'intérêt public de nommer ces employés par décret d'exclusion sans le droit d'appel habituel pour ne pas entraîner le programme de perfectionnement du ministère.

Décret du Conseil privé, n° 1779, en vigueur à compter du 28 juin 1979

Cent vingt-quatre employés de la Commission de la fonction publique ont été soustraits à l'application du paragraphe 21b) de la Loi pour être nommés sans concours à des postes de la Fonction publique pour lesquels le maximum de l'échelle de traitement ne dépassait pas celui du poste qu'ils occupaient avant la démission. Ils ont, par la même occasion, été soustraits à l'application des paragraphes 29(3), 30(1) et (2) et 37(3) de la Loi concernant les priorités de nominations.

Décret du Conseil privé, n° 3438, en vigueur à compter du 13 décembre 1979

Six cent soixante-huit personnes nommées pour une période déterminée et comptant cinq ans de service continu ont été soustraies à l'application de l'article 10 portant sur les nominations au mérite, de l'article 20 concernant les exigences linguistiques (là où elles se seraient normalement appliquées) et de l'article 21 relatif au droit d'appel. Cette disposition a été prise par suite de leur intégration à la Fonction publique du fait d'une modification d'une convention collective. Ces employés n'étaient pas du tout auparavant assujettis à la Loi sur l'emploi dans la Fonction publique. Cette exclusion est identique à celle qui a été accordée l'an dernier à 401 de leurs collègues.

Décret du Conseil privé, n° 1779, en vigueur à compter du 28 juin 1979

Cent vingt-quatre employés de la Commission de la fonction publique ont été soustraits à l'application du paragraphe 21b) de la Loi pour être nommés sans concours à des postes de la Fonction publique pour lesquels le maximum de l'échelle de traitement ne dépassait pas celui du poste qu'ils occupaient avant la démission. Ils ont, par la même occasion, été soustraits à l'application des paragraphes 29(3), 30(1) et (2) et 37(3) de la Loi concernant les priorités de nominations.

Décret du Conseil privé, n° 3438, en vigueur à compter du 13 décembre 1979

Six cent soixante-huit personnes nommées pour une période déterminée et comptant cinq ans de service continu ont été soustraies à l'application de l'article 10 portant sur les nominations au mérite, de l'article 20 concernant les exigences linguistiques (là où elles se seraient normalement appliquées) et de l'article 21 relatif au droit d'appel. Cette disposition a été prise par suite de leur intégration à la Fonction publique du fait d'une modification d'une convention collective. Ces employés n'étaient pas du tout auparavant assujettis à la Loi sur l'emploi dans la Fonction publique. Cette exclusion est identique à celle qui a été accordée l'an dernier à 401 de leurs collègues.

La Commission a dû rajuster la période de la Commission. A la fin de la période convenue, le renouvellement de la période d'un an la date du renouvellement. Cette mesure n'a été prise que pour sim- plifier le calendrier d'exécution des futurs vérifications et examens et ne change en rien les pouvoirs délégués du sous-chef ou la clause de validité et de renouvellement tous les deux ans.

Le tableau indique, par ministère et par catégorie professionnelle, les modifications apportées aux pouvoirs délégués aux sous-chefs selon les instruments de délégation.

gation des pouvoirs de dotation en personnel en 1979

Mesures prises	Délégation réduite	Délégation rétablie	Expiration de la délégation	Délégation particulière
Scientifiques et spécialistes	Industrie et Commerce 1 ^{er} février	Musées nationaux du Canada 1 ^{er} août Bibliothèque nationale du Canada 4 décembre Archives publiques du Canada 4 décembre Travail 16 décembre	Secrétariat des conférences intergouvernementales canadiennes 1 ^{er} octobre Bureau du Directeur général des élections 1 ^{er} décembre	Commission nationale des libérations conditionnelles 22 janvier 1980 au 3 avril 1979
Administration et service extérieur		Musées nationaux du Canada 1 ^{er} août Bibliothèque nationale du Canada 4 décembre Archives publiques du Canada 4 décembre Travail 16 décembre	Secrétariat des conférences intergouvernementales canadiennes 1 ^{er} octobre Bureau du Directeur général des élections 1 ^{er} décembre	Commission nationale des libérations conditionnelles 22 janvier 1980 au 3 avril 1979
Techniciens		Musées nationaux du Canada 1 ^{er} août Bibliothèque nationale du Canada 4 décembre Archives publiques du Canada 4 décembre Travail 16 décembre	Secrétariat des conférences intergouvernementales canadiennes 1 ^{er} octobre Bureau du Directeur général des élections 1 ^{er} décembre	Commission nationale des libérations conditionnelles 22 janvier 1980 au 3 avril 1979
Soutien administratif		Musées nationaux du Canada 1 ^{er} août Bibliothèque nationale du Canada 4 décembre Archives publiques du Canada 4 décembre Travail 16 décembre	Secrétariat des conférences intergouvernementales canadiennes 1 ^{er} octobre Bureau du Directeur général des élections 1 ^{er} décembre	Commission nationale des libérations conditionnelles 22 janvier 1980 au 3 avril 1979
Exploitation		Musées nationaux du Canada 1 ^{er} août Bibliothèque nationale du Canada 4 décembre Archives publiques du Canada 4 décembre Travail 16 décembre	Secrétariat des conférences intergouvernementales canadiennes 1 ^{er} octobre Bureau du Directeur général des élections 1 ^{er} décembre	Commission nationale des libérations conditionnelles 22 janvier 1980 au 3 avril 1979
Programme axés d'emplois d'été sur la carrière		Musées nationaux du Canada 1 ^{er} août Bibliothèque nationale du Canada 4 décembre Archives publiques du Canada 4 décembre Travail 16 décembre	Secrétariat des conférences intergouvernementales canadiennes 1 ^{er} octobre Bureau du Directeur général des élections 1 ^{er} décembre	Commission nationale des libérations conditionnelles 22 janvier 1980 au 3 avril 1979

Programme d'emplois d'axes	mesures prises	Délégation initiale	Délégation de groupes additionnels
Sciences et spécialistes	Cour fédérale 23 avril Bureau des services juridiques des pensions 4 juin Bureau du Contrôleur général du Canada 7 juin	Cour fédérale 23 avril Bureau des services juridiques des pensions 4 juin Bureau du Contrôleur général du Canada 7 juin	Musées nationaux du Canada 28 février Revenu national (impôt) 1 ^{er} mars Expansion économique régionale 29 août Emploi et Immigration 5 novembre
Administration et service extérieur	Cour fédérale 23 avril Bureau des services juridiques des pensions 4 juin Bureau du Contrôleur général du Canada 7 juin	Cour fédérale 23 avril Bureau des services juridiques des pensions 4 juin Bureau du Contrôleur général du Canada 7 juin	Bureau du chef de cabinet du Gouverneur général 9 février Musées nationaux du Canada 28 février Consommation et Corporations 16 juillet Justice 20 août Expansion économique régionale 29 août
Techniciens	Cour fédérale 23 avril Bureau des services juridiques des pensions 4 juin Bureau du Contrôleur général du Canada 7 juin	Cour fédérale 23 avril Bureau des services juridiques des pensions 4 juin Bureau du Contrôleur général du Canada 7 juin	Postes 1 ^{er} février Gendarmerie royale du Canada (civils) 9 février Expansion économique régionale 29 août
Soutien administratif	Cour fédérale 23 avril Bureau des services juridiques des pensions 4 juin Bureau du Contrôleur général du Canada 7 juin	Cour fédérale 23 avril Bureau des services juridiques des pensions 4 juin Bureau du Contrôleur général du Canada 7 juin	Expansion économique régionale 29 août
Exploitation	Cour fédérale 23 avril Bureau des services juridiques des pensions 4 juin Bureau du Contrôleur général du Canada 7 juin	Cour fédérale 23 avril Bureau des services juridiques des pensions 4 juin Bureau du Contrôleur général du Canada 7 juin	Expansion économique régionale 29 août

Délégation des pouvoirs de dotation en personnel en 1979

particuliers avaient été établis au nom de chacun d'entre eux en 1978 prévoyant un redressement de situation dans des délais fixés. Or, ces quatre ministères ont satisfait aux exigences convenues et leur instrument de délégation a été rétabli et prévoit un renouvellement tous les deux ans. Deux organismes ont établi que le nombre de leurs interventions de dotation était insuffisant pour justifier le maintien des

rouages et des ressources nécessaires à la gestion de l'ensemble des pouvoirs qui leur avaient été délégués. C'est pourquoi les deux sous-chefs de ces organismes ont décidé de se départir de leurs pouvoirs conformément aux conditions de délégation préalablement établies. Le Secrétaire des conférences intergouvernementales canadiennes ne possède plus désormais aucun pouvoir délégué; le Bureau du Directeur général des élections conserve

des pouvoirs de nomination pour une période de moins de six mois. Afin de répondre aux désirs des sous-chefs de deux organismes, c'est maintenant la Commission qui se charge d'y faire les nominations.

Le résultat des vérifications et examens effectués dans 22 ministères et organismes révèle qu'un seul d'entre eux éprouvait des difficultés opérationnelles telles

position à ce sujet, la Commission exige, en effet depuis 1979, que les agents fonctionnels investis de pouvoirs subdélégés, soient des agents de dotation accrédités. De même, les gestionnaires délégataires ne peuvent exercer leurs pouvoirs que sur les conseils d'un agent de dotation accrédité. L'application de cet aspect du Programme d'accréditation des agents de dotation en 1979 a permis à la Commission de concrétiser, en termes mesurables, sa position de principe selon laquelle la délégation des pouvoirs suppose la présence d'un personnel manifestement compétent dans les services de dotation.

En 1979, conformément au paragraphe 6(1) de la Loi sur l'emploi dans la Fonction publique, des pouvoirs de dotation ont été délégués pour la première fois aux trois organismes qui figurent au tableau. La Commission a agi ainsi conformément à sa politique de délégation actuelle, mais insiste en plus sur la nécessité d'évaluer la mesure dans laquelle les organismes concernés peuvent atteindre les objectifs de la délégation et profiter de ses avantages ainsi que sur la présence d'agents accrédités après à assurer un service de dotation de qualité. C'est en tenant compte de ces deux considérations que la Commission a décidé en 1979 de ne pas déléguer des pouvoirs de dotation à d'autres organismes.

La délégation des pouvoirs de dotation en personnel a fait l'objet de deux révisions générales en 1979 : la première portait sur les mises en disponibilité et sur les questions relatives aux stages probatoires, découlant des changements apportés au Règlement sur l'emploi dans la Fonction publique (R.E.F.P.); la seconde faisait suite à l'abrogation de six articles du R.E.F.P., ce qui en retour a nécessité la suppression d'un certain nombre de pouvoirs visés. En outre, des pouvoirs de dotation en personnel pour les nominations interministérielles ont été accordés pour les groupes Gestion du personnel (PE) et Services d'information (IS) et les conditions spéciales liées à la délégation des pouvoirs pour le groupe Electronique (EL) ont été abolies après une période d'essai satisfaisante.

Revisions concernant les mises en disponibilité et les stages probatoires

- Délégation du pouvoir d'accorder le statut de bénéficiaire de priorité de mise en disponibilité.
- Suppression du pouvoir de retirer le statut de bénéficiaire de priorité de mise en disponibilité.
- Abrogation des références à la prolongation des stages probatoires comme un droit exclusif au sous-chef, étant donné que ces dispositions ont été supprimées du Règlement.

Revisions consécutives à l'abrogation de certains articles du Règlement sur l'emploi dans la Fonction publique

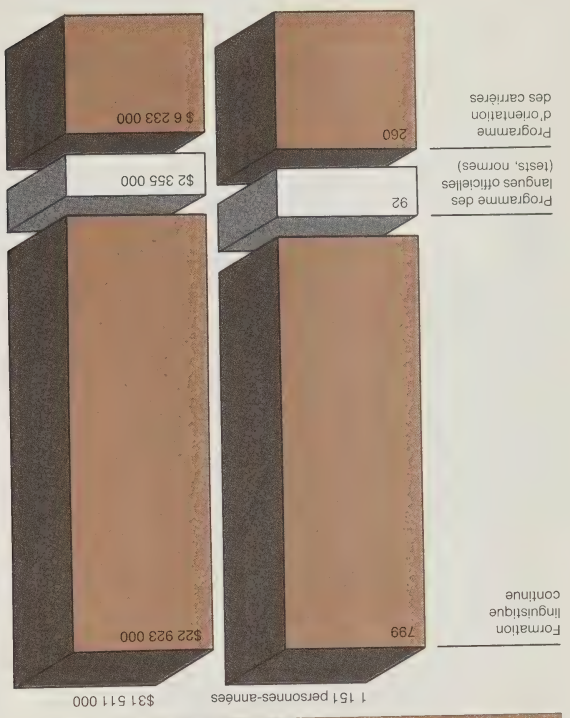
- Six articles ont été abrogés le 1^{er} octobre 1979.
- Des pouvoirs de dotation pour les niveaux 1 à 4 des groupes PE et IS ont été délégués, de façon à permettre les nominations interministérielles.
- Les conditions spéciales liées à la délégation des pouvoirs de dotation pour les niveaux 1 à 7 du groupe EL ont été levées après une période d'essai satisfaisante d'un an.

De plus, les pouvoirs délégués ont été réduits dans un ministère, étant donné que ces pouvoirs n'étaient plus nécessaires. Les nouvelles ententes intervenues entre la Commission et le ministère de l'Industrie et du Commerce excluent certains groupes de la catégorie Scientifiques et spécialistes pour lesquels celui-ci jugeait inutile de conserver ses pouvoirs.

Les ententes sur la délégation passées avec quatre ministères devaient prendre fin en 1979. Des instruments de délégation

Toutes les ententes concernant la délégation exigent, comme condition à la délégation, que les pouvoirs de dotation subdélégues ne soient exercés que par des personnes suffisamment compétentes ou fonction publique fédérale, c'est-à-dire par des spécialistes fonctionnels ou par des gestionnaires aptes à exercer ces pouvoirs de façon éclairée. Pour renforcer sa

Graphique 3
Affectations budgétaires aux langues officielles



Note : Du 1^{er} octobre 1978 au 31 décembre 1979, 70 personnes-années et \$1 496 000 ont été transférés à des ministères dans le cadre du Programme d'orientation des carrières.

Budget de la Commission de la Fonction publique, 1979-1980

Graphique 2
Provenance des personnes-années et
des fonds



Note : Les fonds alloués à la formation professionnelle et en gestion comprennent \$753 000 remboursés au fonds du crédit renouvelable. Le total tient compte d'une réduction de 2 % des personnes-années à la demande du Secrétaire du Conseil du Trésor. Dans les prévisions budgétaires de 1979-1980, on anticipait un revenu de \$1 091 millions et une perte de \$121 000. Suite à la mise en vigueur du programme de restriction des dépenses gouvernementales en 1979-1980, il est maintenant prévu que les recettes provenant d'autres ministères connaîtront une baisse d'environ \$3,5 millions par rapport aux recettes anticipées, par contre, les dépenses pour la même période ne pourront être réduites que de \$1,5 million.

Graphique 1
Prévisions budgétaires par grands
secteurs d'activité



Note : Les fonds alloués à la formation professionnelle et en gestion comprennent \$753 000 remboursés au fonds du crédit renouvelable. Le total tient compte d'une réduction de 2 % des personnes-années, à la demande du Secrétaire du Conseil du Trésor. Dans les prévisions budgétaires de 1979-1980, on anticipait un revenu de \$1 091 millions et une perte de \$121 000. Suite à la mise en vigueur du programme de restriction des dépenses gouvernementales en 1979-1980, il est maintenant prévu que les recettes provenant d'autres ministères connaîtront une baisse d'environ \$3,5 millions par rapport aux recettes anticipées, par contre, les dépenses pour la même période ne pourront être réduites que de \$1,5 million.

directives apparemment contradictoires de ces organismes a aussi concouru a fonder le gestionnaire et la contrainte a des tours de force d'interprétation qui ont augmenté son incohérence, et s'ajoute encore plus sa confiance en lui.

Cinquième observation : les employés,

dans le passé, un travail plus spécialisé, répétitif et urgent, exigeait des employés obséquieux, ponctuels et disposés à exécuter des tâches routinières. Par comparaison, beaucoup d'employés aujourd'hui cherchent et s'attendent à participer aux décisions gestionnelles et à intervenir dans la façon d'organiser le travail; ils recherchent des affectations dont le but est clairement défini.

Sixième observation : au cours des dernières années, le public en est venu à n'éprouver que peu d'estime à l'égard de la Fonction publique, et cela sans doute plus que jamais encore à l'échelon fédéral, du moins depuis les années 30. Des affirmations voulant que les fonctionnaires soient peu productifs, centres sur eux-mêmes et trop payés sont monnaie courante dans les médias et largement acceptées par le public. Il semble maintenant que l'opinion publique a ce sujet soit sur le point de changer. A défaut d'un tel revirement, des conséquences fâcheuses évolueront peseront sur le moral des employés, et l'aptitude de la Fonction publique à recruter des gens du plus haut calibre en souffrirait d'autant.

Il serait souhaitable que les propositions ci-après énumérées, élaborées à la lumière des considérations qui précèdent, servent de base à l'orientation de la gestion du personnel des années 80.

Première proposition : le rôle du gestionnaire et la qualité de ses décisions devraient former la pierre angulaire de la gestion. Cette proposition semble déjà largement acceptée alors que la Fonction publique adopte des mesures pour mieux définir son effectif de direction et pour instituer des règles propres à assurer sa perfectionnement devraient être compris au chapitre des dépenses essentielles de fonctionnement et permettre de répondre aux perpétuels problèmes que constituent, par exemple, le recyclage des employés œuvrant dans des secteurs engorgés ou l'établissement et le maintien d'un effectif de direction efficace.

Deuxième proposition : les systèmes de gestion en personnel doivent gagner en souplesse afin de permettre aux gestionnaires d'assumer une imputabilité plus

grande et pour reconnaître enfin que rigide n'est pas gage d'équité. Cela devrait avoir pour effet de régler dans une certaine mesure les problèmes par des principes, les directives par des lignes directrices, les contrôles par l'imputabilité, la conformité par la flexibilité et, si possible, les procédures formelles semblables à celles d'un tribunal par des méthodes de recours informelles. Cela devrait se concrétiser par un déploiement plus efficace et efficace du personnel pour répondre aux besoins de l'organisation et ainsi mieux servir l'intérêt public; cela pourrait se traduire, entre autres, par un recours plus fréquent aux nominations à un niveau plutôt qu'à un poste. Cela devrait se manifester par une augmentation des échanges de personnel avec d'autres ordres de gouvernement et le secteur privé, afin de sensibiliser davantage les employés aux problèmes complexes de la société moderne. L'accent devrait porter sur un séjour en poste suffisamment long pour permettre une gestion efficace et efficiente des programmes et des employés, condition essentielle à l'imputabilité.

Troisième proposition : la Fonction publique, comme toute autre grande organisation, devrait s'impéigner de la nécessité d'humaniser le milieu de travail. Les employés vont vouloir sans cesse participer davantage à la prise des décisions touchant leur travail et ses méthodes; de plus en plus ils vont chercher des défis à relever et exigeront la satisfaction au travail. Ils voudront pouvoir retourner le travail, et cela à plusieurs reprises si le besoin s'en fait sentir. Il y aura plus d'arrêts de travail à causes de congés d'études, de vacances de toutes sortes et d'activités de bénévolat. Voilà pourquoi la plupart des gestionnaires devraient se préoccuper davantage de questions telles la gestion participative, l'évolution des normes professionnelles et le recours à l'érgonomie, le réaménagement des tâches et le travail à temps partiel. En guise de complément à tout ceci, un bon programme de relations de travail assure une communication constante, élément essentiel à la compréhension mutuelle.

Quatrième proposition : la formation et le perfectionnement devraient être compris au chapitre des dépenses essentielles de fonctionnement et permettre de répondre aux perpétuels problèmes que constituent, par exemple, le recyclage des employés œuvrant dans des secteurs engorgés ou l'établissement et le maintien d'un effectif de direction efficace.

Cinquième proposition : il faudrait constamment rappeler aux fonctionnaires de tous les niveaux que la Fonction publique

n'existe que pour assurer des services au public conformément aux politiques du Gouvernement, et que l'image de la Fonction publique est intimement liée à la qualité de ces services. Cette attitude devrait donner lieu à des plus grands efforts en vue de déterminer la quantité, la qualité et le coût des services rendus, et à des communications internes améliorées afin que les employés qui traitent directement ou non avec le public comprennent comment leur travail s'inscrit dans la mission globale impartie au Gouvernement.

Etant donné les propositions qui précèdent, il est clair qu'une gestion de la Fonction publique axée sur le rendement sera chose complexe et exigeante dans la décennie qui vient. La gestion des ressources humaines des années 80 devra faire face aux problèmes et relever le défi que posent les objectifs souhaités. L'importance nouvelle accordée au rôle du gestionnaire suppose la mise en place de mécanismes de soutien qui tiendront compte de l'action indispensable que le gestionnaire doit exercer dans l'amélioration de la planification des ressources humaines, de l'examen et l'appréciation du rendement, de l'évaluation des tâches et de nomination d'autres systèmes de gestion du personnel. Et enfin, une dernière considération réalistes : l'ampleur et la diversité propres à la Fonction publique n'en faciliteront sûrement pas la gestion. La communication avec l'ensemble de la Fonction publique demeurera toujours un défi de taille.

Deuxième observation : très souvent, les gestionnaires ont été privés de l'occasion d'acquiescer et de manifester certaines compétences et capacités de gestion avant d'être appelés à assumer des responsabilités gestionnelles. En fait, même le procédé de sélection de la dotation en personnel n'a pas accordé l'importance voulue aux capacités de gestion éprouvées. Cela a entraîné la nomination de gestionnaires qui se sentaient dominés par le système de gestion du personnel faute de bien connaître les procédures et leurs fins. Par conséquent, soucieux de faire faire la besogne, les gestionnaires ont souvent laissé l'administration du personnel aux spécialistes fonctionnels.

Troisième observation : les mesures de restriction découlant d'une période d'aus-
térité économique générale ont eu divers
ses répercussions. Ces mesures poussent
incontestablement les gestionnaires à
trouver comment faire davantage avec des
ressources rares, et ils sentent de plus en
plus qu'il faut modifier en profondeur les
pratiques de gestion du personnel des
années 70. D'autre part, ces mesures de
restriction obligent beaucoup de fonction-
naires à réviser leurs attentes d'avance-
ment professionnel, exercice pour le moins
penible. Ceux-ci, en retour, exigent le res-
pect le plus strict de leurs droits et mani-
festent moins de tolérance à l'endroit de la
discrétion gestionnelle. La présence simu-
lanée dans le même lieu de travail de ces
deux champs de force a, il va de soi,
suscité des relations hostiles et des ten-
sions plus fréquentes entre employés et
gestionnaires. Certains employés ne sem-
blent plus croire, aujourd'hui, que les ges-
tionnaires s'intéressent à eux, tandis que
de nombreux gestionnaires semblent con-
sidérer les interventions des agents de
recours, qu'il s'agisse des comités d'appli-
cation ou d'autres instances, comme des intru-
sions injustifiées et peu sympathiques
dans leurs affaires.

Quatrième observation : le fardeau qui
pèse sur beaucoup de gestionnaires s'est
alourdi avec l'importance croissante d'or-
ganismes de surveillance chargés de
porter un jugement sur leur rendement.
Cela a pour effet de saper l'autorité et la
confiance du gestionnaire et de le con-
duire à détourner ses énergies de ses
tâches premières de gestion pour s'occu-
per de répondre aux exigences que lui
imposent ces organismes. La myriade de

Le premier chapitre du présent rapport
annuel brosse un tableau des années 70.
A l'orée de quelle sorte de décennie la
Fonction publique fédérale se trouve-
t-elle? Quel type de Fonction publique
faut-il donc dans les années 80? Dans
laquelle mesure de grands changements
s'imposent-ils et comment peuvent-ils
s'opérer? Ce sont là des questions clés
auxquelles il faut répondre pour que la
Fonction publique puisse évoluer d'une
façon relativement stable au lieu de s'agi-
ter dans un perpétuel remous et de réagir
au petit bonheur à des changements de
circonstances en grande partie imprévis.
Il est manifestement très difficile d'y
répondre avec quelque assurance et le
mieux qu'on puisse faire est peut-être de
formuler des prévisions provisoires.

Avec un peu de chance, les années 80
seront une période de consolidation pour
la Fonction publique, période où bon
nombre des vus et des préoccupations
des dernières années s'inscriront progres-
sivement dans la façon de gérer la Fonc-
tion publique. Si tel est le cas, la période
contrastera vivement avec les années 70
alors que tant de questions de gestion
n'ont été qu'ébauchées avant qu'une nou-
velle vague de transformations ne vienne
déferler sur la Fonction publique.

Première observation : pour diverses ra-
sons, tenant en partie à des dispositions
législatives qui exigent quelques amende-
ments urgents, le système de dotation en
personnel est devenu par trop dépendant
de règlements et de procédures. Cela a
amené la croissance d'une armée de spé-
cialistes du personnel appelés à surveiller
le système, l'adoption d'un comportement
défensif de la part des gestionnaires aussi
bien que de celle des agents du personnel,
et la survenue trop fréquente du sys-
tème sur le bon sens ou la prise de déci-
sions judiciaires concernant des fonction-
naires particuliers.

tenant compte des facteurs suivants : la réduction de l'effectif et la réorganisation permanente de la Fonction publique; l'incidence de la Loi sur les langues officielles; l'établissement de programmes spéciaux pour les groupes sous-représentés, la décentralisation progressive en matière de gestion, avec la délégation de pouvoirs qui s'ensuit pour la Commission de la Fonction publique et les autres organismes centraux; l'effet de la Loi canadienne sur les droits de la personne concernant à la fois les criminologues et la nécessité d'appliquer plus fermement les règles sur la protection des renseignements de nature personnelle que possède la Commission; enfin la nécessité de se préparer aux plans de la gestion et des principes à l'éventuelle adoption d'une loi sur la liberté de l'information.

Afin d'améliorer et de simplifier la collecte, le traitement, la conservation et l'élimination de données, la Commission, en collaboration avec le Secrétariat du Conseil du Trésor et d'autres ministères, a pris un certain nombre de mesures pour réduire sa demande de données, simplifier les politiques et les procédures relatives à la simplifier la terminologie de l'administration et à la formation, normaliser et doter le personnel (de pair avec les autres organismes centraux), ainsi que mettre à jour et normaliser la technologie servant à la gestion des ressources en information.

De plus, le service informatique de la Commission a mis en œuvre un système qui communique tous les coûts des services informatiques dont se prévalent les directions générales. Cette mesure devrait sensibiliser davantage les gestionnaires de la Commission aux coûts des services des mécanismes et des ressources comptables additionnels que nécessiterait l'implantation d'un système intégral de recouvrement des frais.

Autochtones à ses activités ont porté sur programme d'information pour les employés de la Commission. On a donc le recensement des employés autochtones ainsi que des postes dont les fonctions exigent la connaissance de la culture des langues autochtones. En outre, un lien a été distribué à tous les employés de la Commission pour les sensibiliser à la culture autochtone. Les agents de direction ont reçu une formation sur les politiques relatives à l'emploi des Autochtones. Le programme de recrutement des Autochtones fait déjà partie intégrante de la planification interne des ressources humaines, des mécanismes ont été élaborés en 1979, en vue de son intégration à tous les systèmes de gestion, dont le système d'évaluation du rendement. Cette mesure assurera la participation directe des gestionnaires à l'application pratique la politique en cette matière.

Promotion de la femme

En 1979, la Commission s'est attachée tout à intégrer de façon plus structurée le programme de promotion de la femme à différents processus décisionnels. Ainsi, les différents modules de formation, les procédures d'approvisionnement et les procédures d'approvisionnement du rendement donneront plus relief aux responsabilités des gestionnaires en ce domaine.

Cet effet, la Commission a mis au point un système de renseignements sur la répartition des emplois féminins et masculins selon la modalité de nomination. Ces renseignements indiqueront à la Commission les secteurs où faire porter ses efforts en vue d'améliorer la représentation féminine.

Système d'information sur le personnel
La Commission de la Fonction publique se préoccupe de plus en plus de la gestion de l'information sur le personnel ainsi que du nombre accru et de la complexité des données névralgiques. Ceux-ci se rapportent à l'augmentation et à la complexité des rapports gouvernementaux; au doublement des renseignements; à la prolifération de renseignements; à la complexité de la fragmentation des exigences de l'information et des programmes; à l'application de techniques capables de traiter de grandes quantités de données; au coût croissant de l'information et à celui des services des programmeurs et des administrateurs.
La Commission a pris de nouvelles initiatives en vue d'améliorer la gestion des renseignements acquis et requis tout en

donnera ses efforts pour développer davantage cet aspect de la mesure du rendement.

Vérification interne

Conformément à une politique établie au début de 1979, la Direction de la vérification interne a continué d'effectuer pendant l'année de vastes vérifications de gestion.

La vérification de la Direction générale des services et systèmes de gestion a été terminée, de même que celles des directions générales du perfectionnement et de la vérification. La vérification de la Direction générale de la formation linguistique a été entreprise en 1979 et devrait se terminer tôt en 1980. Le Comité de vérification a reçu les résultats de la vérification de la Direction générale de la formation linguistique en 1978, et recevra également ceux des vérifications qui se termineront pendant l'année 1980.

Le concept de la vérification intégrale sera bientôt une réalité à la Commission. Déjà un programme de vérification financière systématique a été mis au point et a reçu un commencement d'application à l'automne. En outre, on est à planifier un programme de vérification pour les langues officielles qui sera intégré aux vérifications opérationnelles prévues pour 1980, en même temps que le programme de vérification financière et que l'activité d'évaluation de la mesure du rendement. La fin prochaine du premier cycle triennal amènera la mise en train, au début de 1980, d'une étude destinée à évaluer l'efficacité du programme de vérification à la Commission.

Programme de formation pour les gestionnaires

La qualité de la gestion dépend surtout des aptitudes et des connaissances du gestionnaire. Celui-ci doit voir à la bonne marche des opérations, dans un souci d'efficacité et d'efficience. Etant donné que la formation apporte aux gestionnaires une aide précieuse dans l'exercice de leurs fonctions, la Commission a mis au point un programme de formation à leur intention.

Ce programme est conçu pour accroître les connaissances pratiques et les habiletés des gestionnaires dans les domaines de la gestion des ressources humaines et financières, de la gestion de l'information et du processus de gestion à la Commission. Les cours et activités décrits dans le premier annuaire visent nettement à former en vue d'un meilleur rendement dans le poste actuel plutôt qu'à perfectionner en vue d'un meilleur rendement

tionner en vue des postes à venir. Ces cours sont de plus étroitement liés aux engagements et aux préoccupations qui sont propres à la Commission en sa qualité d'organisme central.

Le programme de formation tient compte des niveaux de gestion concernés, de la nature spécialisée des sujets traités et des particularités inhérentes à chaque composante organisationnelle. Dans cette perspective, il vise à répondre de manière précise et adéquate aux besoins des gestionnaires et à favoriser la pleine participation des cadres supérieurs. Il offre un calendrier souple, des activités équivalentes dans les deux langues officielles et un service de consultation pour la définition des besoins; de plus, ses coûts sont imputés au budget de fonctionnement. Ce programme de formation a pu se réaliser grâce à l'appui de la haute direction, à la participation de tous les spécialistes fonctionnels de la Commission ainsi qu'à l'effort de coordination de la Direction du personnel.

Langues officielles
Pour des raisons historiques découlant de son mandat, surtout dans les domaines de la dotation en personnel et de l'enseignement des langues, la Commission est l'un des organismes les plus bilingues de l'administration fédérale.

À l'adoption du plan des langues officielles, plus de la moitié des postes de la Commission ont été désignés bilingues; le quart de ceux-ci exigent le niveau maximal de connaissance de l'autre langue officielle et plus de 80 % des titulaires satisfont aux exigences linguistiques de leur poste. Compte tenu du fait qu'un bon nombre des employés n'occupant pas un poste bilingue ont une certaine connaissance de l'autre langue officielle, on peut affirmer que la Commission a une forte concentration d'employés bilingues. Par ailleurs, les gestionnaires dont les employés ne répondent pas aux exigences linguistiques de leur poste ont pris des mesures administratives leur permettant de satisfaire aux nécessités du service.

Grâce à la forte représentation des deux groupes linguistiques au sein de son

propre personnel, la Commission est en mesure de pratiquer le bilinguisme institutionnel de manière à servir ses clients dans la langue de leur choix. Il faut aussi souligner que les deux communautés linguistiques sont représentées également aux comités de la langue supérieure. Pour ce qui est de la langue de travail, les comités de gestion à tous les niveaux ont émis des directives qui laissent à chaque employé le choix de s'exprimer ou de présenter des documents dans l'une ou l'autre langue officielle.

Au cours des prochaines années, la Commission compte parfaire ses réalisations, surtout en ce qui a trait à la qualité et à la disponibilité des services ainsi qu'à la représentation des deux groupes linguistiques. Des efforts particuliers seront déployés pour intégrer davantage les systèmes et les activités de gestion des langues officielles pour permettre à chacun de travailler dans la langue officielle de son choix.

Emploi des handicapés

La Commission attache une grande importance à la réalisation de son plan de travail officielles. L'élaboration et l'implantation de ce plan incombent à la Division du bilinguisme de la Direction du personnel, avec le concours du comité de représentants des directions générales. Cependant, sa mise en œuvre dévolue est la responsabilité du directeur général, tout comme la gestion des ressources humaines, financières et matérielles de services.

Commission.

En 1979, la Commission a par ailleurs tenté de compiler des renseignements sur les handicaps de leur nature de leur handicap, et les obstacles qui leur nuisent sur le marché du travail. La Commission leur offre aussi des services de consultation et d'information, dans le cadre de son programme d'orientation professionnelle.

Emploi des Autochtones

En 1979, les efforts de la Commission en vue d'accroître la participation des

La Commission a continué au cours de 1979 de renforcer les activités internes de planification, d'affectation et de contrôle des ressources en développant davantage son système de gestion intégrée. Mis en place en 1977, ce système s'applique à un cycle complet de gestion, depuis l'élaboration des plans d'action à long terme jusqu'à l'évaluation finale de l'efficacité des programmes, en passant par les différents sous-systèmes de planification et d'information gestionnelles. Les phases entreprises en 1978 portaient notamment sur l'élaboration des stratégies et la détermination des objectifs pour l'ensemble de la Commission, l'identification des buts propres à chaque direction générale et l'allocation des ressources. En 1979, il a d'abord fallu évaluer le déroulement de ces étapes pour appliquer ensuite les mesures correctives qui pouvaient s'imposer.

Deux grands projets ont été entrepris en 1979. Dans le premier, il s'agit de déterminer les phases de contrôle du système de gestion intégrée, c'est-à-dire la planification opérationnelle, l'examen du rendement opérationnel et l'évaluation des programmes. Les gestionnaires de la Commission ont commencé à élaborer des plans opérationnels détaillés, en s'appuyant sur les niveaux de ressources fixés pour 1980-1981. Le second grand projet porte sur l'intégration de tous les éléments du système. Seize sous-systèmes importants de planification ou d'information gestionnelles ont été identifiés, analysés et élaborés. On a pris soin d'en assurer la compatibilité avec les différentes étapes du système de gestion intégrée. Une fois mis en place, tous ces sous-systèmes contribueront à la gestion et au contrôle des programmes de la Commission.

Planification des ressources humaines — Depuis quelques années, la Commission a son double titre d'organisme central et de département — cherche à mettre au point une méthode efficace de planification des ressources humaines. L'implantation du système de gestion intégrée a nécessité l'intégration de différents systèmes de gestion, dont celui de la planification et de la gestion des ressources humaines. Ce système, avec les divers secteurs d'activités auxquelles il s'applique (programmes d'égalité d'accès aux emplois publics, appréciation du rendement)

ment et évaluation des employés, dotation, formation, perfectionnement, langues officielles), entre en ligne de compte dans l'élaboration des éléments clés du cycle de planification et de contrôle des ressources. En intégrant les décisions relatives à la planification des ressources humaines aux activités de planification de ressources financières et autres, il sera possible d'utiliser plus efficacement les ressources humaines de la Commission. Celle-ci espère qu'en mettant ainsi l'accent sur le perfectionnement de ses propres ressources humaines, elle pourra porter à un haut niveau le rendement et la satisfaction personnelle des employés. Toujours important, ce but revêt une signification accrue en période d'austérité.

Mesure du rendement

Les cadres supérieurs de la Commission reçoivent périodiquement trois rapports sur les opérations et une analyse des indicateurs pertinents. Le premier rapport traite de l'état de l'organisation et fournit des indicateurs relatifs à la gestion des finances et du personnel. Le deuxième passe en revue les activités de la Commission en tant qu'organisme central. Le troisième porte sur l'efficacité opérationnelle, y compris le niveau et la qualité des services offerts.

La plupart des directions générales disposent d'un système de mesure du rendement qui permet aux gestionnaires de contrôler l'efficacité relative de leurs opérations. Le rapport sur la mesure du rendement, publié en février 1979 par le Secrétaire du Conseil du Trésor, a signalé le système mis en œuvre à la Direction des opérations de la Direction générale de la dotation comme un modèle d'application de la mesure du rendement. Pour justifier leurs demandes de ressources, les directions générales ont utilisé leurs indicateurs de rendement en relation avec le système de gestion intégrée, la prévision des programmes et l'élaboration du budget principal des dépenses de 1980-1981. Ces indicateurs s'avèrent également utiles à l'élaboration des plans opérationnels.

Certaines directions générales ont aussi conçu des indicateurs qui peuvent servir à mesurer l'efficacité de leurs opérations, par exemple pour vérifier le temps de déroulement d'une activité de dotation en personnel. En 1980, la Commission coord-



Depuis plusieurs années déjà, la Commission a constaté l'intérêt croissant d'organismes variés pour ses réalisations dans le domaine de la formation linguistique et de ses services connexes. En effet, de nombreuses demandes lui parviennent régulièrement d'universités, de maisons d'enseignement, de sociétés et d'organismes privés et autres, à la fois du Canada et de l'étranger. Dans les années 80, la Commission continuera de répondre à de telles demandes, témoignant ainsi de son souci de partager avec les intéressés les résultats pratiques de ses travaux dans le domaine des services de formation linguistique.

En conclusion, il est bon de rappeler que la Direction générale de la formation linguistique a enregistré des progrès marqués au cours des quinze dernières années dans la prestation de ses services. Elle a su s'adapter de façon dynamique aux besoins changeants de cette période. Les années 80 lui réservent de nouveaux défis qu'elle devra relever si elle veut que ses services demeurent le fer de lance des politiques de bilinguisme au sein de l'administration fédérale.

Par ailleurs, la Commission a entrepris une grande enquête auprès de quelque 140 ministères afin d'identifier leurs besoins en services de formation linguistique. C'est la première enquête d'une telle envergure. La Commission veut que la Direction générale de la formation linguistique établisse un mécanisme permanent d'échanges avec les directions des langues officielles de tous les ministères auxquels la Commission offre des services. Des entrevues ont eu lieu avec les représentants de chaque ministère pour discuter de leurs besoins relatifs aux objectifs des politiques en matière de langues officielles, modifiés en 1977 : le service au public, la langue de travail et la participation équitable des deux principales communautés linguistiques du pays. Les données recueillies au cours de ces entrevues et le rapport sur la nature des besoins ministériels seront disponibles au début de 1980.

Les interventions d'aide spécialisée et la réalisation de projets spéciaux, qui s'ajoutent aux simples activités de formation linguistique, témoignent de l'émergence de besoins nouveaux; ceux-ci exigent des ministères et de la Commission une interaction d'un autre ordre et par ailleurs annoncent pour les années 80 un contexte différent d'utilisation des services de formation linguistique.

Par ailleurs, la Commission d'adapter sa politique à la Commission à des besoins communs linguistique à des besoins communs de ses clients l'a amenée à réviser son programme de façon qu'il réponde à l'attente aux besoins de communication fonctionnaires dans leur milieu de travail. Cette réorientation a entraîné l'établissement de matériel didactique nouveau portant des éléments caractéristiques de la formation en milieu de travail. Le thème propre à un secteur d'activité linguistique ont été élaborés. Les principales séries de révision du matériel existant et l'adoption de nouveaux ensembles techniques sont terminées. L'implantation d'un nouveau système intégré d'évaluation du rendement des étudiants commencera en 1980.

Annexes

Annexe 1

Statut de l'étudiant aux cours continus de français et d'anglais, 1979

Statut de l'étudiant	Formation terminée	Formation interrompue	Formation non terminée	Total
Formation terminée	1 221	282	806	2 539
Formation interrompue	430	62	217	754
Formation non terminée	1 651	344	1 023	2 754
Total	3 293	275	3 293	3 293

Les étudiants qui ont obtenu leur diplôme de l'Examen de connaissance de l'anglais (E.C.A.) et qui ont abandonné leur cours, ont été rattachés à leur ministère ou ont été retirés par la Commission. Les étudiants qui poursuivent leur formation en 1980, ont été rattachés à leur ministère ou ont été retirés par la Commission. Les étudiants qui ont obtenu leur diplôme de l'Examen de connaissance de l'anglais (E.C.A.) et qui ont abandonné leur cours, ont été rattachés à leur ministère ou ont été retirés par la Commission.

Annexe 2

Options aux cours (autres que continus) de français et d'anglais, 1979

Options aux cours (autres que continus) de français et d'anglais, 1979	Formation terminée	Formation interrompue	Formation non terminée	Total
Formation terminée	4 002	647	4 649	4 649
Formation interrompue	250	0	250	250
Formation non terminée	3 021	582	3 603	3 603
Total	7 273	1 229	8 502	8 502

mission doit intensifier ses programmes de formation linguistique au sein des ministères et leur accorder l'aide technique et spécialisée nécessaire. Suite à certaines nécessités administratives incluant une réduction de la clientèle, la Direction générale de la formation linguistique a dû réduire ses effectifs de près de 1 500 en 1977 à moins de 800 à la fin de 1979.

Depuis 1964, la Commission a fait preuve d'une initiative marquée dans le domaine des services de formation linguistique; elle s'est engagée, de par son rôle dans le cadre du Programme gouvernemental des langues officielles, à atteindre les objectifs. Cette volonté n'a pas cessé de composer avec l'évolution de ce programme au cours des quinze dernières années. Toutefois, l'adaptation et l'amélioration constantes des services de formation linguistique ne suffisent pas à résoudre le problème de l'utilisation de la langue seconde au travail qui se répandra progressivement dans la mesure où tous les intervenants du programme concerneront leurs efforts en ce sens.

Bilan des activités de 1979

L'année écoulée se caractérise par la poursuite des activités dites « traditionnelles » de simple formation linguistique, et l'intensification des interventions spécialisées et la mise en œuvre de projets spéciaux afin de répondre de façon plus précise aux besoins manifestés. Quant aux données présentées au tableau 18, elles font état de toutes les autres options de cours de la Commission. Les cours de base et les cours spécialisés sont offerts à temps partiel aux centres de la Commission et dans les ministères; ils comprennent des cours donnés selon des horaires variés, des cours privés et des cours en résidence. Les cours cycliques ne se sont donnés qu'à Toronto en 1979. Les

Tableau 18

Inscriptions aux cours continus de français et d'anglais, 1975 à 1979

Année	précédente ^a	Cours de français		Cours d'anglais		Année
		Année	Total	Année	Total	
1975	1 930	3 862	5 792	2 337	4 16	653
1976	2 314	3 843	6 157	2 41	609	850
1977	2 303	2 530	4 833	342	662	1 004
1978 ^b	1 336	1 332	2 668	328	387	715
1979 ^c	930	1 609	2 539	294	460	754
						1 224
						2 069

^aNe tient compte que des étudiants qui poursuivent leur formation l'année suivante.
^bComprend les étudiants aux cours continus donnés à raison de quatre heures par jour.

cours du soir sont offerts aux centres de la Commission, ou dans les locaux des ministères situés dans la Région de la capitale nationale. Le nombre d'inscriptions aux cours autres que continus est passé de 6 747 en 1978 à 8 502 en 1979, soit une hausse de 26 %. Cette hausse est en grande partie attribuable aux inscriptions aux cours à temps partiel; celles-ci sont passées de 2 479 en 1978 à 4 649 en 1979.

Aide spécialisée

Au cours de 1979, la Commission a amorcé ses techniques d'interventions spécialisées auprès des ministères dans les domaines de la consultation; analyse de besoins, solution de problèmes, recommandations, plans d'études, suivi, aide technique ou spécialisée, évaluation; de l'élaboration de cours, révision et mise à jour de méthodologies, modèles et de cadres pédagogiques, de matériel didactique et d'instruments de mesure; et de la production. A titre d'exemples, signalons que la Commission a délégué auprès du ministère des Appariements et Services des spécialisés qui procèdent actuellement à l'analyse des besoins en formation linguistique des 800 agents d'achats de ce ministère. Cette analyse pourrait déboucher sur l'élaboration d'un cours spécialisé adapté aux besoins précis de cette clientèle. Par ailleurs, la Commission est à mettre au point, pour le compte du Bureau du Commissaire à la magistrature, des cours de perfectionnement à l'intention des juges fédéraux.

Parmi les nombreuses demandes ministérielles d'aide spécialisée, une douzaine font l'objet d'une attention particulière: projets d'envergure, faisant chacun appel aux services de plus d'un agent à plein temps pendant plusieurs mois, sont en

Les services de formation linguistique

quant, il devient nécessaire d'offrir, en plus des autres options, des cours intensifs et continus, on croit, à l'époque, que cette nouvelle démarche est le moyen privilégié de favoriser l'utilisation accrue de la langue seconde en milieu de travail.

Réglementation, de 1973 à 1976

La Résolution parlementaire de juin 1973 énonce deux objectifs en matière de langues officielles, soit le service au public et le droit du citoyen de pouvoir travailler pour son gouvernement dans la langue officielle de son choix. Pour favoriser l'atteinte de ces objectifs, la Commission établit quatre niveaux de compétences linguistiques pour les postes bilingues: de plus, en vertu du *Décret d'exclusion sur les langues officielles* dans la *Fonction publique*, la Commission adopte le mécanisme de nominations conditionnelles, qui permet à un employé unilingue d'être nommé à un poste bilingue, à condition qu'il suive un cours intensif et continu en vue d'atteindre le niveau de compétence linguistique du poste. Durant cette période, la Commission entreprend de dispenser les cours de langue dans ses centres de formation des principales régions du pays et ailleurs que dans ceux-ci, soit dans certains ministères.

Environ 13 000 fonctionnaires s'inscrivent aux cours de langue pendant cette période. En 1976, on s'accorde à dire à la *Fonction publique* que la sous-utilisation de la langue seconde au travail demeure un problème à résoudre, et les recherches du *Rapport de l'Étude indépendante sur les programmes de formation linguistique de la Fonction publique du Canada* (sous la direction de Gilles Bibeau) arrivent à cette même conclusion.

Consolidation, de 1977 à nos jours

En conformité avec les politiques révisées en matière de langues officielles et pour mieux répondre aux besoins des ministères et des fonctionnaires, la Commission redéfinit les niveaux d'exigences linguistiques et en simplifie l'application. Par ailleurs, elle simplifie le mécanisme de nominations conditionnelles en allouant plus de temps aux fonctionnaires concernés pour satisfaire aux exigences linguistiques de leur poste et en leur permettant de choisir des options autres que la formation linguistique intensive et continue. Les politiques révisées confèrent aux ministères la responsabilité première en matière de langues officielles. De ce fait, la Com-

Parce que l'année 1979 marque à la fois la fin d'une décennie et le début d'une ère nouvelle, il est de mise de faire non seulement le bilan de l'année écoulée mais encore d'examiner l'évolution du Programme de formation linguistique depuis ses débuts et de se pencher sur ce que lui réserve l'avenir.

Rétrospective de 1964 à 1979

Bien que la *Loi sur les langues officielles* ait été promulguée en 1969, il est bon de rappeler que la Commission de la *Fonction publique* dispense des services de formation linguistique à l'ensemble de la *Fonction publique* fédérale depuis 1964. Elle a en outre partagé ses services avec certains autres fonctionnaires provinciaux et certains organismes publics et privés.

Au cours des quinze dernières années, les services de formation linguistique ont évolué grandement. Quatre phases principales caractérisent le cheminement des services de formation linguistique: l'implantation, l'expansion, la réglementation, et la consolidation.

Implantation, de 1964 à 1968

La mise en œuvre des services de formation linguistique vise surtout l'amélioration des services fournis au public en anglais et en français et la bilinguisation progressive de la *Fonction publique* fédérale. À ces fins, la Commission offre en 1967 des cours cycliques afin de raccourcir la période d'apprentissage des fonctionnaires. Durant cette phase d'implantation, quelque 12 000 fonctionnaires assistent à des cours cycliques ou à temps partiel.

Expansion, de 1969 à 1972

La demande de services de formation linguistique connaît un essor sans précédent, tel qu'en témoignent les 32 000 inscriptions de cette période. Pour mieux servir cette clientèle aussi variée que nombreuses, la Commission établit des mécanismes d'admission et d'orientation, améliore et diversifie son matériel didactique, y compris des instruments de mesure appropriés, et doit mener de vastes campagnes de recrutement de professeurs. C'est au début des années 70 que s'accroît la volonté politique d'accorder une importance particulière à la langue de travail au sein de la *Fonction publique*. Par consé-

participants à ce programme peuvent choisir de recevoir une formation qui leur permettra de postuler un emploi permettant au sein même du programme ou dans différents ministères fédéraux. En général, le succès d'un stage dépend de la collaboration d'un titulaire de poste qui assure au participant la formation en cours d'emploi pour une période prédéterminée. Ce partenariat, qui permet au stagiaire d'acquérir petit à petit les compétences et l'expérience nécessaires pour postuler un emploi, semble être à la base du succès de ce programme qui parvient à surmonter les différences culturelles.

Depuis 1979, le Programme Carrières Grand Nord a deux bureaux régionaux, l'un à Whitehorse et l'autre à Yellowknife, tous deux étant pour la première fois dirigés par des Autochtones. En décembre 1979, le programme avait recruté un total de 199 Indiens, Inuit et Métis. De ce nombre, 58 participants avaient terminé leur stage avec succès et commencé leur carrière dans le Nord; 35 participants avaient obtenu dans la Fonction publique un poste plus élevé ou de niveau égal à leur poste d'accès au programme, ou un poste équivalent ailleurs; 38 participants s'étaient retirés du programme pour diverses raisons; enfin, les 68 autres recrutés poursuivaient activement leur stage. En moyenne, les diplômés reçoivent des affectations d'une durée de 15,5 mois et les personnes mutées, de 10,3 mois.

Les coûts du programme sont beaucoup moindres que par les années passées bien que le nombre de participants n'ait jamais été aussi élevé. De plus, 93 Autochtones diplômés et mutés dans des postes importants dans la région du Nord ont un salaire moyen pratiquement deux fois plus élevé que leur salaire d'entrée au programme. De l'avis de la Commission, le programme connaît un succès indéniable et continuera de servir les intérêts des Autochtones et de la population du Nord.

En définitive, le bilan global de l'année écoulée est loin d'être sombre dans le domaine de la formation et du perfectionnement. Certes, les services centralisés de cours ont éprouvé durant les six dernières mois de grandes difficultés qui font que pour la première fois en neuf ans, la Commission a enregistré une baisse des activités de formation. Il faut reconnaître que des circonstances spéciales en ont été la cause et qu'en contre-partie, d'autres activités ont connu un succès certain. Parmi toutes les démarches entreprises par la Commission, l'introduction du téléapprentissage et le parachèvement du Continuum semblent être l'origine d'une ère nouvelle

partie intégrante des frais de fonctionnement.

dans le domaine de la formation et du perfectionnement. La Commission attache une importance nouvelle à la formation et au perfectionnement étant donné que, de plus en plus, ainsi qu'en témoigne sa politique d'ensemble, elle reconnaît les frais associés à ces deux activités comme

fédéraux et provinciaux d'assister aux cours offerts par l'une ou l'autre des forces publiques. Dans d'autres cas, les différentes parties collaboreront ensemble à l'organisation d'activités plus particulières comme les séminaires d'administration publique mis sur pied à l'intention de la haute direction par les commissions de la Fonction publique fédérale et ontarienne. Un autre exemple d'activité de ce genre, de formule légèrement différente toutefois, est le programme mis en œuvre par le gouvernement fédéral et l'Université Dalhousie, à l'intention des fonctionnaires de la Nouvelle-Écosse et des autres gouvernements provinciaux ainsi que des cadres supérieurs du secteur privé. Enfin, il y a aussi des programmes de perfectionnement, de Montréal et Queen's afin de mettre sur pied des programmes de perfectionnement analogues.

En 1979, d'autres activités ont été mises sur pied de concert avec les provinces. Il y a eu notamment des échanges de conférences entre les gouvernements fédéral et provinciaux et la prestation par la Commission de services d'orientation en matière de formation. Les gouvernements fédéral et provinciaux ont également discuté de la possibilité d'éliminer le chevauchement de leurs programmes de formation de façon à en réduire le coût pour les contribuables canadiens. En outre, des programmes d'enseignement accessibles à un grand nombre de personnes grâce à la télédiffusion et du matériel didactique pour formation individuelle ont été élaborés, dans le but de faciliter l'accès aux programmes de formation et de perfectionnement des employés de tous les ordres de gouvernements.

Programme Carrières Grand Nord

La Commission s'occupe également du Programme Carrières Grand Nord. Ce programme est financé par le ministère des Affaires indiennes et du Nord canadien, mais est dirigé et administré par la Commission. Sa mission est de permettre aux Autochtones des régions de faire carrière dans la Fonction publique fédérale de recevoir une formation propre à les faire accéder à des postes de cadres au nord du 60^e parallèle. Les participants au Programme Carrières Grand Nord entreprennent des affectations ministérielles d'une durée moyenne de 15 mois. Durant cette période, ils ont accès à un certain nombre de services spéciaux visant à les aider, comme fonctionnaires, à établir des objectifs de carrière satisfaisants. Ces services vont du conseil en planification de carrière jusqu'à des ateliers de formation offerts plusieurs fois par année. Les

Sur la scène internationale, le ministère des Affaires extérieures et la Commission ont travaillé en étroite collaboration avec l'Agence canadienne de développement international. Leur effort portait sur la politique du gouvernement canadien en matière d'aide aux pays en voie de développement dans le domaine de la formation en administration publique. Comme mentionné précédemment, l'important projet entrepris par le compte du gouvernement de la Guyane et qui implique la mise sur pied d'un programme entier de perfectionnement pour les hauts fonctionnaires de ce pays. Il s'agit d'un programme qui doit se poursuivre jusqu'à la fin de 1980. Il est intéressant de noter par ailleurs que suite à une entente avec le gouvernement du Lesotho, la Commission dispense depuis mai 1979 des services de formation et de consultation à l'institut de perfectionnement en gestion de ce pays. Dans le même ordre d'idées, la Commission a resserré ses liens avec plusieurs institutions internationales. À titre d'exemples, d'étroites relations sont entretenues avec le *Program for Applied Studies in Government* du Secrétariat du Commonwealth, l'Agence de coopération culturelle et technique, l'Organisation de coopération et de développement économique, ainsi qu'avec l'institut international des sciences administratives. Des représentants de la Commission ont notamment participé à la Conférence internationale de l'Institut sur l'amélioration de la gestion et du rendement dans le secteur public, tenue en octobre dernier à Washington (D.C.), ainsi qu'à une réunion sur l'appréciation du rendement tenue à Bruxelles en décembre dernier.

Programmes conjoints de formation

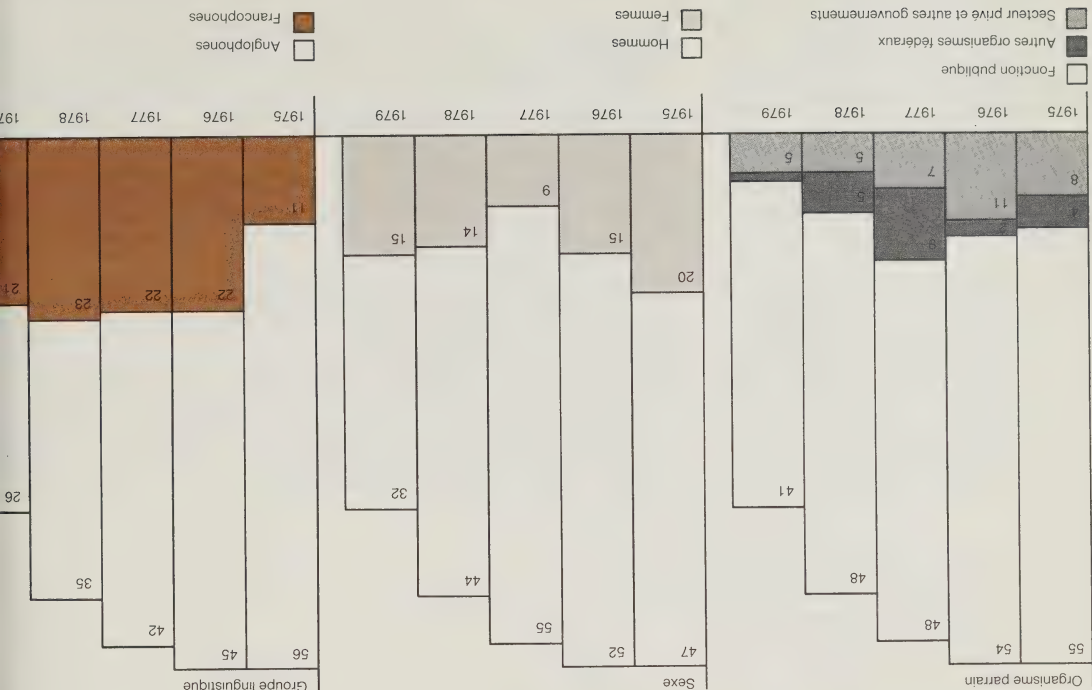
La Direction générale du perfectionnement participe, avec d'autres paliers de gouvernement, à plusieurs programmes d'activités qui, dans certains cas, n'auraient pu se réaliser si un seul palier de gouvernement ou un seul organisme s'en était chargé. Ces activités concertées revêtent différentes formes. La Commission de la Fonction publique a pris avec les gouvernements du Nouveau-Brunswick, de la Nouvelle-Écosse et de l'Île-du-Prince-Édouard des dispositions permettant aux fonctionnaires

de Kingstons, London, Peterborough et autres fonctionnaires. Un autre fonctionnaire a suivi des cours au Collège de Bruges (Belgique), pendant lequel, puis a été affecté pendant deux mois, puis a été affecté pendant deux mois à la Commission des communautés européennes à Bruxelles. Dans le cadre du programme d'échanges Canada-Union, deux fonctionnaires ont été envoyés en Grande-Bretagne pour une formation théorique et pratique de travail, tandis qu'un fonctionnaire britannique est venu travailler au sein de l'Agence canadienne de développement international. Les participants fédéraux ont également travaillé à l'Agence canadienne de développement international, au sein du Trésor ainsi qu'à l'Office de coopération et de développement du Canada. En échange, deux fonctionnaires ont travaillé à l'Agence canadienne de développement international, au sein du Trésor fédéral et un autre au ministère de l'Industrie et du Commerce.

Programme d'orientation des carrières

Le programme d'orientation des carrières est intimement lié aux politiques des langues officielles du Gouvernement. Depuis sa création en 1972, ce programme a aidé plus de 688 personnes des groupes Enseignement et services (E.S.), Enseignement (E.D.) et Enseignement (L.A.1) à se trouver une nouvelle carrière à la Fonction publique fédérale. Le programme a déjà permis à 405 participants de se voir nommer surtout à des postes administratifs et d'administration. En fin d'année, les participants ont toujours partie du programme. Il est prévu qu'ils vont aller à des postes professionnels susmentionnés une fois leur apprentissage terminé. La Commission a formé une équipe chargée de maintenir le contact avec les ministères hôtes. Cette équipe a aussi pu identifier les candidats aux postes à pourvoir.

Note : Les données touchant le groupe linguistique sont établies selon la première langue officielle de l'employé.



Programmes spéciaux de perfectionnement

Les Programmes spéciaux de perfectionnement ont donné l'occasion à des fonctionnaires fédéraux, jugés aptes à occuper des postes de direction, d'aller étudier dans des établissements d'enseignement de renommée internationale et de recevoir des affectations dans un domaine pertinent. Ces programmes permettent aux participants du gouvernement fédéral de mieux comprendre les problèmes qui se posent aux niveaux national et international. Ils ont en outre eu la chance d'acquies une expérience personnelle d'autres types de gouvernements et d'établir des relations avec les membres des différentes administrations.

En 1979, un fonctionnaire canadien a étudié à l'École nationale d'administration à Paris (France), quatre fonctionnaires français sont venus au Canada étudier

acquises dans certains secteurs, particulièrement en gestion financière et en gestion des ressources humaines. Cette option a été adoptée parce que des études et rapports divers du gouvernement ont fait état récemment des lacunes des pratiques de gestion à la Fonction publique.

Dans le cadre du module Environnement, les participants examinent, au cours d'un voyage d'étude de 12 jours dans tout le Canada, des questions importantes qui relèvent des secteurs économique, politique, technologique et socio-culturel et qui influent sur l'administration publique. Des échanges avec des hauts fonctionnaires des administrations provinciales et municipales, des représentants du secteur privé, de divers groupes de pression et des citoyens ethniques permettent aux participants de mieux prendre conscience de la richesse et de la diversité du Canada.

Graphique 16
Participants au Programme Cours et affectations de perfectionnement, de 1975 à 1979

Formation donnée dans le cadre du Programme Cap

Par suite du présent examen, un certain nombre de modifications importantes ont été apportées au cours de trois mois du Programme Cap afin d'en renforcer la structure. Le cours traite désormais de thèmes fondamentaux qu'on regroupe en modules. L'un des responsables du cours s'occupe d'un certain nombre de ces modules. Les participants rencontrent à l'avance, individuellement, les responsables du cours afin de mettre au point un plan d'apprentissage adapté à leurs besoins. Voici le titre de quelques-uns des modules offerts : Théories et fonctions de gestion, Les rouages du gouvernement, Gestion financière, Gestion des ressources humaines, Droit administratif, Survivre, On met davantage l'accent actuellement sur l'application réelle des connaissances

complet et ont bénéficié de 1 460 affectations de perfectionnement d'une durée allant de un à trois ans. Outre les affectations à l'intérieur de la Fonction publique, les responsables du Programme Cap ont organisé 69 échanges dont 25 sont en cours. Depuis 1968, 207 ex-participants au programme ont accédé au niveau de la haute direction ou à des niveaux équivalents. Un autre groupe de 177 (à l'exclusion des candidats non assujettis à la Loi sur l'emploi dans la Fonction publique) ont été nommés à des postes classes immédiatement au-dessous du niveau de la haute direction. Ont été également participés au programme, 58 personnes qui provenaient du secteur privé ou d'autres gouvernements (provinciaux et étrangers), de même que 32 employés d'organismes fédéraux non assujettis à la Loi sur l'emploi dans la Fonction publique.

Au 31 décembre 1979, le Programme Cap comptait 270 participants actifs. De ce nombre, 477 participaient à leur première affectation. Il y avait 32 % de femmes et 45 % de Francophones dans le groupe de 1979. Parmi ceux qui ont déjà suivi le programme ou qui y sont présentement inscrits, 16 ont été nommés à des postes de haute direction en 1979 et 15 ont atteint le niveau immédiatement inférieur à celui de la haute direction au cours de l'année.

Le Programme Cours et affectations de perfectionnement a été lancé en 1979, la suspension des activités de dotation et le maintien des mesures d'austerité ont rendu difficile l'identification d'affectations appropriées. Les administrateurs se sont cependant adaptés à la situation et continuent à veiller à ce que le programme remplisse sa mission.

Le Secrétariat du Conseil du Trésor a procédé à un examen complet du Programme Cap. Le rapport final, présenté en décembre 1979, énonce les principes que le programme a établis au fil des onze dernières années. En raison du climat d'austerité actuel et de la mise sur pied possible du groupe de la gestion supérieure, le rapport renferme en outre des recommandations visant à faciliter la nouvelle orientation que prendra le programme. Au cours de 1980, ces recommandations seront analysées en fonction du milieu changeant de la Fonction publique.

Le Programme des stagiaires en administration

Le Programme des stagiaires en administration vise à recruter et à former pour la Fonction publique des administrateurs compétents ayant les aptitudes voulues pour accéder à des postes de direction. Les stagiaires sont des diplômés d'université qui comptent faire carrière en administration publique et des employés de soutien qui sont manifestement capables d'occuper des postes d'agents. Ils reçoivent des affectations et suivent des cours répondant à leurs besoins particuliers.

En 1979, 78 diplômés d'université, ayant pour la plupart des connaissances en administration financière, ont été affectés à différents ministères après un examen écrit, l'étude de leur candidature et une entrevue devant jury. Pendant leur formation, ils peuvent durer jusqu'à deux ans, les stagiaires font l'objet d'évaluations de rendement périodiques et doivent s'acquitter de fonctions comportant des responsabilités croissantes. De plus, par voie de concours internes, 19 employés de la catégorie Soutien administratif ont été choisis comme stagiaires en administration, comparé à 25 en 1978.

Le Programme Cours et affectations de perfectionnement

Le Programme Cours et affectations de perfectionnement (Cap) a été lancé en 1968 afin de découvrir les employés qui ont de grandes possibilités d'accéder au niveau de la haute direction et d'accélérer leur perfectionnement professionnel au moyen d'un programme d'études et d'affectations de candidats à la gestion et, si leur nom est retenu, ils suivent le cours de formation en gestion du Cap à Touraine (Québec). Les participants peuvent alors s'entendre avec l'organisme qui les parraine pour accepter une ou plusieurs affectations de perfectionnement qui correspondent à leurs objectifs professionnels, afin d'accroître leur compétence et leur expérience. Un procédé actuellement à l'examen systématique des objectifs et de la teneur du cours Cap en se basant sur l'étude sur le tronc commun de connaissances terminée depuis peu.

Depuis son introduction, le Programme Cap a attiré au total 833 participants. De ce nombre, 701 ont suivi le programme au

d'abord, les agents de formation international, et est responsable de programmes spéciaux de perfectionnement.

La Commission des agents de formation et de perfectionnement. Les stagiaires se multiplient entre les représentations de la Commission, ceux des ministères centraux et des ministères afin d'obtenir une communication et une collaboration plus efficaces. Dans un contexte plus efficace, la Commission poursuit une réévaluation des ses cours dans le but d'assurer à certains d'entre eux une plus adéquate au sein du Continuum d'offrir un choix de cours correspondant à la demande et aux besoins du personnel. Au mois de septembre parait le manuel de cours révisé dont l'accent est sur les cours reliés aux sciences de gestion. Cet annuaire intitulé, *Modification générale du perfectionnement*, les ministères des ajustements faits à la Commission et donne en détail les informations que cette dernière a établies pour les périodes d'austerité.

La Commission élabore, en prévision des besoins de l'année 1980, une série de programmes d'orientation en gestion des agents, aux cadres intermédiaires et aux cadres supérieurs. Ces programmes d'orientation, déjà intégrés au continuum, seront offerts en 1980 — à la fois pour les premières sessions — à la fois aux employés nouvellement promus à des postes aux fonctionnaires en poste plusieurs années. Ils sont destinés à permettre aux gestionnaires de jalonner leur trajectoire de planification leur propre projet de perfectionnement et de s'adapter aux réalités changeantes de l'administration publique. Outre les cours de perfectionnement, en matière de formation conduite, en matière de formation de perfectionnement, certaines

rieur de 8,3 % à celui des six premiers mois de 1978 : 44 447 participants-jours en 1979 contre 41 058 en 1978.

Si l'on examine le cas des cadres supérieurs, on s'aperçoit qu'ils totalisaient 5 042 participants-jours durant le premier semestre de 1978. En 1979, on enregistre pas moins de 5 655 participants-jours, soit une augmentation de 12,2 %. Aux autres

niveaux, c'est-à-dire chez les cadres intermédiaires, les superviseurs et le personnel de soutien, on note aussi une hausse marquée. Du 1^{er} janvier à la fin de juin 1979, on dépasse le niveau d'activité de 1978 avec un total de 38 792 participants-jours contre 36 016 pour l'année précédente, ce qui représente une augmentation de 7,7 %.

Cependant le nombre de cours dispensés durant cette période demeure relativement stable. Alors que de janvier à juin 1978, 403 cours avaient lieu, un total de 447 cours sont donnés durant la période correspondante de 1979. Il s'agit là d'une augmentation remarquable compte tenu de l'avènement du Continuum qui réduit de 225 à 201 le nombre de cours offerts par la Commission dans ces divers secteurs.

Les services de consultation de la Commission, qui donnent aux ministères accés à un type de formation plus particuliers, connaissent un premier semestre nourri, la Commission consacrant 3 204 personnes-jours à titre contractuel aux ministères en 1979 comparativement à 2 730 au premier semestre 1978. Cette augmentation de 17 % du volume d'activité est une indication non seulement du dynamisme de ce service répandu dans les ministères. Au nombre des projets les plus intéressants en début d'année, mentionnons : un programme de formation sur le tas destiné à faciliter les activités de décentralisation d'un important ministère fédéral ; la planification et la direction d'un colloque fédéral-provincial portant sur la question des ressources naturelles renouvelables ; ainsi que l'élaboration et la mise en marche de la trousses *Identification des besoins de formation*, un instrument auxiliaire des agents de formation qui sert à identifier les besoins de formation d'une clientèle donnée. L'utilisation de la trousses a vraiment pris de l'ampleur et en fin d'année, au-delà d'une douzaine de ministères l'utilisaient.

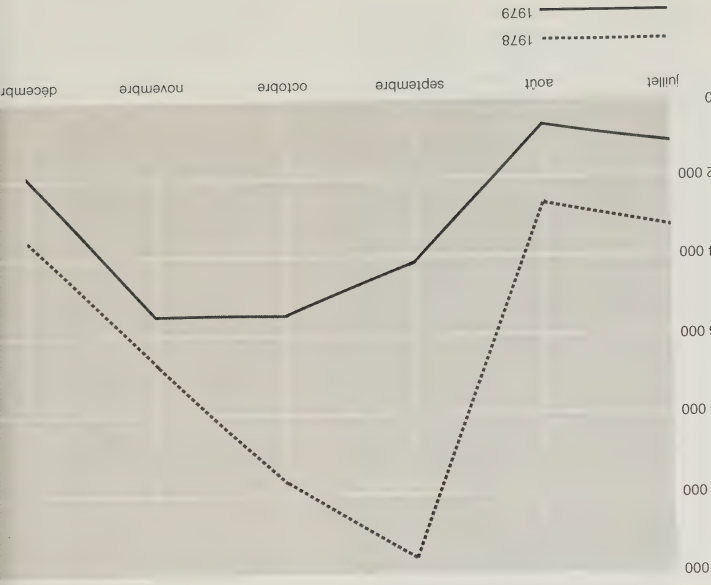
La seconde moitié de 1979 va toutefois présenter à la Commission un défi majeur. C'est à ce moment que des événements hors de son contrôle viennent perturber la

tendance générale en matière de formation et de perfectionnement. Soudain, le climat d'austérité dans lequel évoluait la fonction publique se gâte davantage ; avec la suppression des dépenses non essentielles, décrotées par le Conseil du Trésor le 8 juin 1979, la formation se voit du jour au lendemain perçue comme dépense discrétionnaire. Dès lors, la nécessité même des services de formation se trouve remise en question, et la Commission enregistre des annulations d'inscription massives.

Alors que de juillet à décembre 1978, la direction générale a donné 362 cours, durant la période correspondante de 1979, la Commission n'en a inscrit que 18 447, soit une diminution de 50,2 %.

Dans cette atmosphère peu propice à la formation et au perfectionnement, le secteur le plus stable est celui de la consultation. De juillet à décembre pas moins de

Graphique 15
Comparaison des participants-jours de formation entre les derniers semestres de 1978 et de 1979



22 14 personnes-jours sont consacrées à titre contractuel aux ministères, ce qui, en plus d'être un record (pour le 2^e semestre de 1978, on obtenait le total de 2 168 personnes-jours), constitue un résultat surprenant étant donné les circonstances. C'est durant cette période que les services de consultation de la Commission ont poursuivi les efforts, entrepris en 1978, dans le domaine de la formation technique sur le tas des techniciens. Les techniciens chargés de l'entretien de l'équipement automatisé et très perfectionné que possède le ministère suivent présentement les cours élaborés conjointement par les spécialistes de ce ministère et les experts conseils de la Commission.

Devant la conjoncture peu favorable à la formation qui a marqué le second semestre, la Commission a canalisé dans d'autres secteurs les ressources et les forces de la Direction générale de la formation et du perfectionnement. Certaines des initiatives qu'elle entreprend et mène à bien méritent d'être soulignées, car elles auront des effets bénéfiques sur la formation et le perfectionnement à la Fonction publique.

aider à trouver ces réponses, de leur donner une appréciation de leur travail et de leur indiquer comment poursuivre leur apprentissage. Il est encore tôt pour évaluer ce projet. Cependant, à la fin de 1979, un formulaire d'évaluation a permis de recueillir des commentaires sur les cours. Mises à part quelques rares exceptions, les participants se sont dits ravis du contenu et du mode de transmission des cours.

Mais à la Commission, ce premier semestre de 1979 aura d'abord et avant tout vu le parachèvement du Continuum de tous les niveaux. Tel qu'indiqué dans le rapport annuel de l'an dernier, cet important travail comptait deux étapes : la détermination d'un tronc commun de connaissances que doivent posséder les fonctionnaires à chaque niveau de gestion, et la mise au point d'un programme d'enseignement de ces connaissances essentielles. Cette tâche menée à bonne fin par la Commission correspond justement à la nécessité de rationaliser la formation et le perfectionnement. C'est grâce à la collaboration de nombreux cadres de direction et à leurs conseils avisés que la première partie du cours, il eût été difficile aux responsables d'identifier et de définir avec précision ce tronc commun de connaissances qui allaient être le fondement du Continuum des cours de gestion. Une fois les thèmes possibles de cours identifiés, puis ordonnés dans un recueil des connaissances de gestion, il a des lors été possible de constituer pour chaque thème un véritable programme structuré de formation.

L'organisation logique et raffinée que le Continuum a donnée aux programmes de formation offerts par la Commission vont largement influencer la façon de concevoir le perfectionnement des fonctionnaires. D'ailleurs, l'impact de ce programme de cours séquentiels s'est déjà fait sentir concrètement dans la présentation de l'annuaire 1980-1981 de la Direction générale du perfectionnement, où l'on indique de façon claire à qui les cours s'adressent et de quel programme ils font partie. A ces réalisations nécessaires en matière de formation et de perfectionnement correspond au premier semestre un taux sans précédent de fréquentation des cours de la Commission; celui-ci est même supérieur

L'année 1979 a été à la fois propice et néfaste à la formation et au perfectionnement à la Fonction publique, propice grâce à d'importantes réalisations, mais néfaste en raison de changements défavorables des politiques et des besoins de la Fonction publique. Ces deux aspects sont traités dans le présent chapitre qui dresse d'abord un bilan des réalisations de 1979, puis examine de plus près les initiatives de la Commission.

Progrès réalisés en 1979

La réalisation de deux projets d'envergure entrepris par la Commission, pour améliorer la qualité de la formation qu'elle dispense, constitue le fait saillant du premier semestre. Ainsi, l'on assiste durant cette période, et aussi par la suite, à l'essor du téléapprentissage d'un bout à l'autre du pays. Ce système, conçu en 1978 et qui utilise un matériel à la fois programmé et audio-visuel, a pour but de rendre la formation accessible même aux fonctionnaires en poste dans les endroits les plus reculés. Grâce au téléapprentissage, ceux-ci ont le loisir d'apprendre ce qu'ils désirent au moment et à l'endroit qui leur convient. Ils n'ont pas à se rendre à un centre de formation, car le matériel nécessaire leur est prêt. De plus, les participants apprennent à leur propre rythme sans être tenus de respecter un horaire rigide. Pour une fraction du coût des cours offerts habituellement, ces employés peuvent ainsi profiter d'une formation répondant à leurs besoins particuliers.

Le programme de téléapprentissage offre un éventail de cours qui traitent d'éléments de gestion allant des relations humaines aux notions de base en informatique. Dix nouveaux cours viennent s'ajouter aux 13 cours dispensés en 1978. Certains d'entre eux font usage unique ment de documents écrits alors que d'autres comportent l'utilisation de matériel audio-visuel. Chaque cours comprend un enoncé d'objectifs, un plan d'étude et des exercices qui permettent aux employés d'appliquer la matière apprise à leur situation particulière. Ces travaux pratiques sont ensuite soumis pour commentaires et retournés aux participants afin que ceux-ci puissent évaluer leur progrès. Les cours touchent les points essentiels, sont de courte durée et permettent aux élèves de trouver eux-mêmes les réponses. Toutefois, ces derniers peuvent, en tout temps, téléphoner à des conseillers chargés de les

période indéterminée. L'enquête révéla que les plaignants étaient fonctionnaires depuis un certain nombre d'années, que plusieurs irrégularités enchaînèrent leur nomination à titre de vacataires et qu'en fait, au sens de la Loi, ils avaient été embauchés pour une période indéterminée. En conséquence, ils ont été réembauchés pour une période indéterminée.

Anti-discrimination

Les fonctionnaires et les candidats à des postes de la Fonction publique fédérale peuvent s'adresser à la Direction de l'antidiscrimination lorsqu'ils se croient victimes de discrimination en matière d'emploi, ou encore de harcèlement ou de pratiques administratives partiales lorsqu'il s'agit des motifs suivants : la race, l'origine nationale, le sexe et l'âge. En fait, la direction fait l'objet d'un appel et qui ne découlent pas d'opérations de dotation achevées.

En 1979, le nombre de plaintes ayant donné lieu à des enquêtes formelles a légèrement diminué par rapport à celui de 1978 (365 en 1979 et 378 en 1978). Cette baisse est attribuable au fait que certains cas relevaient de la compétence de la Direction des enquêtes. La race, l'origine nationale, le sexe, les handicaps physiques et l'âge ont été, dans l'ordre, les motifs essentiels de plaintes pour discrimination au cours de l'année.

En outre, quelque 1 000 plaintes ont été traitées; il a fallu, dans certains cas, faire une enquête informelle et dans d'autres, conseiller les plaignants et les ministères concernés. La direction a aussi consacré une partie importante de son travail à son rôle traditionnel d'ombudsman, instruisant des plaintes relatives au harcèlement, aux cotes sécuritaires et aux casiers judiciaires. Pour la première fois depuis sa formation, en 1972, la direction a reçu et étudié un nombre imposant de plaintes bien documentées déposées par des victimes de harcèlement sexuel.

- Premier cas Une employée avait porté plainte pour discrimination, alléguant avoir été renvoyée

pour incapacité physique. L'enquête révéla que la plaignante n'avait pas été renvoyée conformément aux dispositions de la Loi sur l'emploi dans la fonction publique ni n'avait eu le droit d'en appeler de cette décision. Pour dédommager la plaignante de la perte de traitement subie, un accord a été négocié qui tenait compte de la négligence du ministère, et du fait que la plaignante avait cherché un emploi pour compenser son manque à gagner, et était disponible pendant cette période. Ne voulant pas être réembauchée par le ministère, la plaignante a démissionné après avoir reçu un montant forfaitaire, son indemnité de cessation d'emploi et le remboursement de ses cotisations à la pension de retraite.

• Deuxième cas

Un candidat à un poste s'était plaint d'une évaluation partielle de ses titres et qualités par le jury de sélection et de discrimination en raison de sa nationalité d'origine. L'enquête permit de constater que le jury de sélection avait effectivement été influencé par les observations d'une tierce personne et n'avait pas vérifié le travail du plaignant auprès de son ancien employeur, mais avait tiré ses propres conclusions, influencées par l'enquête. Bien qu'il ne pouvait être prouvé que la nationalité d'origine du plaignant avait été l'un des facteurs du rejet de sa candidature, l'enquête laissait planer des doutes à ce sujet. La convocation d'un deuxième jury de sélection aurait été recommandée si le plaignant n'avait pas trouvé un autre emploi. Dès que le cas lui a été signalé, le ministère est intervenu pour s'assurer que la formation des membres des jurys de sélection les sensibilise dorenavant à la nécessité d'étudier avec attention toutes les candidatures et surtout celles de personnes appartenant à des groupes minoritaires. De plus, les programmes d'orientation et de formation internes du ministère ont été modifiés en conséquence.

• Troisième cas

Un employé, renvoyé pour n'avoir pu obtenir la cote de sécurité requise, s'était cru victime de discrimination du fait que son casier judiciaire révélait une condamnation datant de plusieurs années. Bon travailleur, cet employé avait reçu de l'agent de sécurité l'assurance que le fait d'avoir un casier judiciaire ne serait pas retenu contre lui. Après avoir été renvoyé, l'employé avait déposé un grief, et ses prétentions avaient été rejetées. Le ministère a reconnu avoir commis une erreur en renvoyant cet employé. L'enquête a confirmé les allégations de l'employé et le ministère a pris les mesures nécessaires pour qu'il soit nommé à un poste équivalent, avec effet rétroactif à la date de son renvoi.

requis. Le ministre accepta alors de révoquer la nomination et de tenir un concours en règle pour pourvoir à ce poste.

• Troisième cas

A un concours public, un postulant s'était plaint du fait que le rejet de sa candidature était attribuable à un mauvais examen de ses titres et qualités et que le candidat n'avait pas l'expérience de base requise pour occuper le poste. L'enquête confirma ces deux allégations. Etant donné que le candidat reçu avait déjà été nommé, la Commission a du révoquer sa nomination et tenir un autre concours.

• Quatrième cas

Une plainte avait été déposée concernant la nomination de deux employés pour une période déterminée par rapport aux exigences linguistiques de leur poste. L'enquête a révélé qu'il s'était produit différentes irrégularités au moment de la sélection, il a entre autres été découvert que les deux titulaires ne répondaient pas aux exigences linguistiques de leur poste. Un des employés quitta son poste de sa propre initiative avant la fin de l'enquête et la Commission révoqua la nomination du deuxième employé.

• Cinquième cas

Une plainte avait été déposée concernant un marché de services présument conclu en violation de la Loi sur l'emploi dans la Fonction publique, puisqu'il créait une relation privilégiée employeur-employé. L'enquête révéla que l'entrepreneur se chargeait de l'exécution du travail, pouvait recourir à des sous-traitants, engager du personnel et réaliser des profits ou des pertes. En conséquence, il n'apparaissait que l'entrepreneur n'était pas un employé du gouvernement fédéral et la plainte a été considérée sans fondement.

• Sixième cas

Une plainte avait été déposée pour manquement à la règle du mérite dans le cas de la mise en disponibilité d'un fonctionnaire. L'enquête prouva que la Loi et le Règlement avaient été observés, les mesures de réduction de l'effectif appliquées selon les règles, et le principe du mérite respecté.

• Septième cas

Plusieurs employés avaient déposé une plainte pour cessation d'emploi illégale, alléguant avoir été nommés pour une

Dans l'ensemble, l'augmentation de la charge de travail s'est fait ressentir de deux façons : d'une part, le nombre de plaintes s'est accru et, d'autre part, les enquêtes ont été souvent plus complexes. Les plaintes formulées par des employés mis en disponibilité ou occupant des postes de niveau supérieur ou de direction et, de ce fait, exclus de la négociation collective, ont représenté une grande proportion des enquêtes effectuées. Certaines enquêtes étaient de nature plus complexes, surtout celles concernant les mises en disponibilité dues à des remaniements organisationnels au sein des ministères. En raison de la complexité accrue des enquêtes et du règlement de certaines causes par voie de conciliation, la durée moyenne des enquêtes a augmenté.

En 1979, 58 % des plaintes qui ont donné lieu à une enquête ont été déclarées sans fondement, tandis que 26 % étaient jugées bien fondées. Quant au reste, soit 16 % des plaintes, elles ont été réglées au premier stade de l'enquête ou ont été renvoyées à une autre instance parce qu'elles n'étaient pas du ressort de la direction. La grande majorité des plaintes fondées étaient dues à des erreurs ou de mauvaises interprétations et non à des actes préjudiciables. Voici quelques exemples des causes qui ont fait l'objet d'une enquête. Elles sont citées en partie pour aider à mieux faire comprendre les décisions prises en matière de dotation.

• Premier cas

Un syndicat avait allégué qu'un de ses membres avait été indûment renvoyé en cours de stage et que l'avis de renvoi remis à l'employé ne respectait pas les exigences de la Loi. Ces allégations ont été confirmées, le stagiaire ayant reçu une mauvaise formation. Le ministre, instruit de ces conclusions et de la recommandation de la direction, a consenti à réembaucher l'employé.

• Deuxième cas

Une plainte, déposée par un groupe d'employés, avait dénoncé la nomination sans concours d'un employé qui ne répondait pas aux exigences fondamentales du poste. Les plaignants avaient joint à titre de preuve un exemplaire de la note de service distribuée pour annoncer cette nomination. Le ministre indiqua à l'agent chargé de l'enquête qu'il s'agissait d'une nomination intermédiaire. L'enquête conclut à cette plainte révéla d'une part, qu'aucun procédé de sélection approprié n'avait eu lieu pour justifier une nomination intermédiaire ou une nomination pour une période indéterminée, d'autre part, que l'employé ne possédait pas les qualités

documents que le tribunal a le droit en vertu de la loi de demander, et (b) si l'un des parties remet un document au tribunal, on devrait seulement l'accepter à condition que l'autre partie en reçoive aussi une copie.

En revanche, une décision du comité d'appel ne peut être contestée pour la simple raison que le comité aurait pu faire une enquête plus agitée conformément à l'article 21 qui agit conformément à l'article 21 doit mener l'enquête qu'il juge appropriée dans les circonstances. Dans la présente cause, il n'a pas été établi que l'enquête effectuée par le comité d'appel ne lui permettrait pas de régler l'affaire dont il avait été saisi. Le simple fait qu'il soit possible de concevoir une enquête plus approfondie que celle qui a été menée n'annule pas la décision rendue.

enquêtes

tendance à la hausse du nombre de plaintes, constatée à la fin de 1978, s'est poursuivie en 1979. En fait, cette tendance la plus prononcée au début de 1979 et les deux fois supérieure à celui de l'année précédente pendant la même période. En 1979, 469 plaintes ont été déposées, dont 10 ont donné lieu à des enquêtes.

4. Choquette c. le comité d'appel de la Commission de la Fonction publique, 1973, C.F. 688, p. 689

3. Cleary c. le comité d'appel de la Commission de la Fonction publique, 1973, C.F. n° A-38-474, 24 juin 1974

Les recours en vertu de la Loi

renvoi (article 31 de la Loi). Le pourcentage des appels accueillis concernant des nominations a légèrement augmenté, passant de 17,2 % (464 sur 2 687) en 1978 à 19,1 % (438 sur 2 293) en 1979. Le pourcentage des appels accueillis concernant des recommandations de renvoi ou de rétrogradation est passé de 22,6 % en 1978 (26 sur 115) à 21,9 % en 1979 (32 sur 146).

Relativement aux critiques exprimées concernant le temps que prennent les comités d'appel pour rendre leurs décisions, il importe de noter que, sur les 1 229 décisions rendues en 1979, 934 (soit 76 %) ont été prises et communiquées en moins de dix jours après l'audition.

Cas d'appels

Un moyen de mieux faire comprendre les exigences de justice et d'équité dans le processus de dotation et ainsi d'aider les gestionnaires ministériels, les agents de dotation et les fonctionnaires à améliorer la qualité des décisions de dotation consiste à diffuser des renseignements pertinents sur des causes d'intérêt. Voici le résumé des trois décisions notables rendues en 1979.

• Premier cas

Un sous-chef avait annoncé au comité d'appel, avant l'audition, que son ministère avait décidé de ne pas effectuer la nomination proposée, en raison de l'annulation du procédé de sélection. Il avait par ailleurs ajouté qu'étant donné qu'aucune nomination ne serait faite, le droit de l'appelant était annulé.

Même si le comité d'appel décida de ne pas intervenir dans ce cas parce que « personne n'avait été nommé ou n'était sur le point de l'être », son président trouvait nécessaire de soulever la question de l'annulation du droit d'appel par un sous-ministre ou par quelqu'un œuvrant en son nom. Selon l'opinion du comité d'appel, cette question était assez importante car il n'était pas inconnu que des employés s'étaient plaints à un comité d'appel alléguant que leur ministère ne leur avait pas donné le droit d'appel. Ce droit, ajoutait le comité, est donné en vertu de la Loi si, et seulement si, les conditions prévues et spécifiées dans cette Loi sont réunies.

Le rapport annuel de 1978 indiquait que certains agents ministériels, avec l'appui de la Commission, fournissaient aux candidats des renseignements utiles sur les résultats des concours auxquels ils avaient participé.

En 1979, il s'est avéré que cette ligne de conduite avait été adoptée par d'autres ministères et que l'amélioration dans les communications, en plus de se refléter sur les concours, avait une incidence sur d'autres domaines où les plaintes et les appels formulés étaient souvent sans fondement.

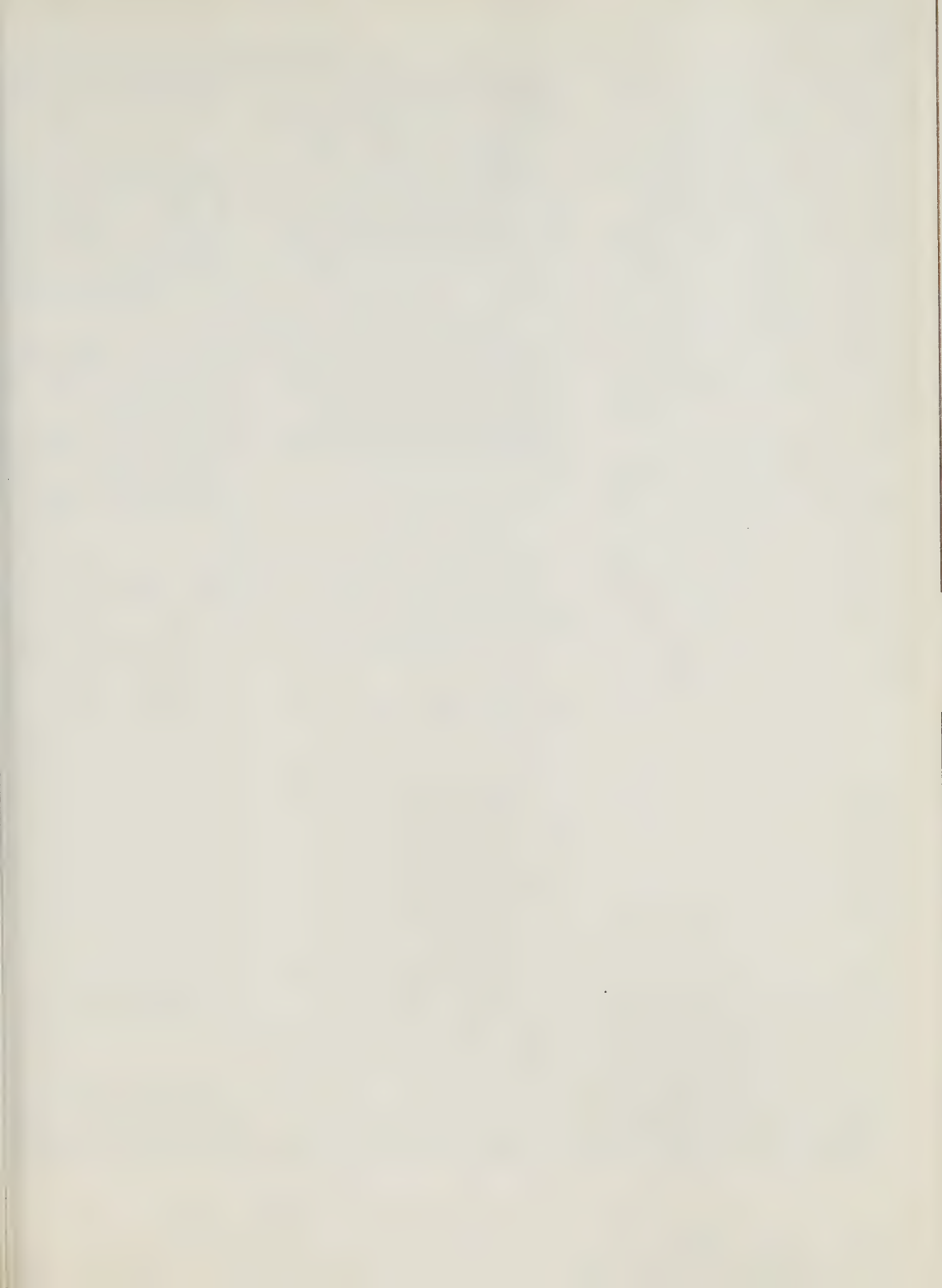
Il apparaît clairement que le nombre des plaintes et des appels diminue quand les communications sont franches et quand les employés se sentent libres de s'adresser à leur ministère pour obtenir des renseignements. Il ressort aussi que, dans un ministère où les bons échanges sont pratiqués couramment, les employés s'en remettent habituellement à lui pour prendre les mesures correctives nécessaires au lieu de recourir à la Commission de la Fonction publique.

La Commission ainsi que ses agents continuent d'encourager des relations de cette nature dans leur correspondance et leurs discussions avec les ministères ainsi qu'aux séminaires et programmes de formation auxquels ils participent. Elle recommande fortement aux ministères d'entretenir des communications qui encouragent les employés à chercher à résoudre leurs différends au sein même de leur ministère et les assurent qu'ils seront traités avec courtoisie, ouverture d'esprit et considération.

Appels

Le nombre d'appels déposés en 1979 a diminué de 13 % par rapport à 1978 (soit 2 439 contre 2 802). Les données à l'appui indiquent qu'au cours du troisième trimestre de l'année les procédés de sélection susceptibles d'appel sont tombés à 2 370 après avoir atteint les chiffres de 4 811 et 5 327 au premier et au deuxième trimestre, pour augmenter de nouveau au quatrième trimestre à 5 539 une fois les mesures de restriction levées.

Sur les 2 439 appels déposés en 1979, 2 293 concernaient des nominations (article 21 de la Loi) et 146 concernaient des recommandations de rétrogradation ou de



La Direction générale de la vérification de la Commission assume ses responsabilités en tenant compte des préoccupations du gestionnaire et cherche à établir et à assurer un partage plus clair et plus efficace des responsabilités dans l'exercice des pouvoirs délégués de dotation en personnel. Les vérifications jouent un rôle important dans la dotation et sont au cœur de l'imputabilité générale de la Commission au regard de la dotation dans la Fonction publique.

La Direction générale de la vérification de la Commission a reconnu la nécessité de modifier son mode de délégation. En effet, elle s'efforcera d'assurer les pouvoirs qu'elle délègue aux exigences des ministères, de sorte qu'ils puissent adapter plus efficacement leur régime de dotation en personnel à leurs besoins et à ceux de leurs employés. Dans l'exercice des pouvoirs délégués, les sous-chefs verront également s'accroître leur imputabilité, étant donné qu'ils devront établir pour leur ministère des objectifs qui aideront la Commission à atteindre ses buts globaux en matière de dotation. Aussi, plus les ministères amélioreront la planification de leur main-d'œuvre, plus la Commission sera en mesure de les aider à atteindre leurs objectifs.

Pour préparer la mise en œuvre de la nouvelle structure de délégation, la Commission a formé le Comité consultatif de la délégation qui se compose des directeurs généraux de la dotation, de la vérification ainsi que des appels et des enquêtes. Sous la présidence du directeur général de la vérification, ce comité permanent est surtout chargé de veiller à ce que les commentaires permettant une prise de décision éclairée et de faire des recommandations concernant la délégation ainsi que la reconduction ou la limitation des pouvoirs délégués.

Le nouveau mode de vérification a eu des répercussions considérables sur la gestion de la dotation dans les ministères. L'attention est actuellement centrée sur l'imputabilité des sous-chefs en la matière. Dans cette optique, les dirigeants des ministères ont généralement accepté les recommandations des vérificateurs et se sont engagés à prendre les mesures de redressement appropriées.

Ce facteur de l'imputabilité sera en outre renforcé par l'application du nouveau mode de délégation qui exigera que la Commission reconnaisse les buts établis par les ministères en matière de dotation avant de leur déléguer ses pouvoirs. À cet effet, la Direction générale de la vérification a établi un cycle de planification de trois ans qui commencera en 1980 et qui tiendra compte des nouveaux instruments de délégation à durée indéterminée. Il sera toutefois assez flexible pour permettre, au besoin, des examens plus fréquents des ministères.

Vérificateur général de 1977. Comme le vérificateur général est tenu d'exercer ses pouvoirs délégués en matière de dotation personnel de la même façon qu'un sous-chef, la Commission a utilisé pour le bureau les mêmes normes de vérification que dans les ministères.

Compte tenu des faiblesses mises au jour, les recommandations ont été faites en vue d'améliorer la gestion du régime de dotation en personnel. Ces recommandations visaient à l'établissement et à la communication des politiques, à la clarification des pouvoirs de dotation en personnel, à l'amélioration des contrôles du projet et de l'imputabilité s'y rattachant ainsi qu'à l'amélioration des conditions stipulées. À la suite de ce rapport, le Bureau du Vérificateur général a collaboré à l'élaboration d'un plan en vue de redresser les irrégularités relevées.

projet lancé en 1979 par la Commission et le Bureau des conseillers en gestion des Approvisionnements et services se poursuivra en 1980. Il s'agit d'une étude visant à déterminer les délais récents au recrutement ainsi qu'à identifier les goûts d'étranglement les plus fréquents. Plusieurs ministères desiront collaborer avec la Commission à ce projet qui vise sur l'efficacité, cet aspect clé de la dotation en personnel.

Instruments de délégation

Les quatre ministères avaient vu leur part des vérifications effectuées en 1978, quatre ministères avaient vu leur part de délégation renouvelée pour l'année suivante, toute reconduction étant conditionnelle aux résultats positifs d'une évaluation des améliorations sensibles. On a pu relever, les pouvoirs de dotation en personnel ont été renouvelés sur la période habituelle de deux ans. Les vérifications de 1979, un seul ministre a vu la période d'effet de ses pouvoirs délégués réduite à un an. Il s'est

lors de la sélection que sur la façon selon laquelle sont établis les documents à l'ap-pui des décisions. L'absence fréquente de documentation préoccupe beaucoup la Commission, particulièrement dans le cas des personnes qui faisaient partie de la zone de concours, mais qui n'ont pas été nommées après étude de leur candidature. Par ailleurs, il est encourageant de noter le peu de nominations internes prononcées sans que soit accordé le droit d'appel.

L'examen des marchés de services per-sonnels a révélé qu'ils étaient générale-ment passés de façon à prévenir les rela-tions privilégiées employeurs-employés. Cependant, pour les vacances de courte durée, on constate que de nombreux ministères ont tendance à faire appel aux agences de personnel temporaire sans d'abord s'efforcer de pourvoir aux postes vacants par d'autres mesures internes, notamment les affectations internes et les nominations d'employés pour une période déterminée.

Le cas échéant, la Commission a recom-mandé aux divisions du personnel des de mieux contrôler le recours aux contrac-tuels. En outre, étant donné le partage de la responsabilité dans ce domaine entre la Commission (pour toutes les nominations à des postes de la Fonction publique) et le Conseil du Trésor (pour l'établissement du Règlement sur les marchés de l'Etat), les résultats de la vérification de l'utilisation des contractuels ont été portés à l'atten-tion de la Direction de la politique adminis-trative du Conseil du Trésor pour qu'elle étudie et prenne les mesures correcti-ves appropriées dans les cas d'abus.

Après avoir terminé l'examen des quatre questions fondamentales susmentionnées dans tous les ministères délégués, la Commission s'est assurée que ceux-ci avaient reçu suffisamment d'information pour élaborer des stratégies de redresse-ment. Par conséquent, ces questions qui avaient fait l'objet d'un examen dans tous les ministères ne seront dorénavant exami-nées que dans les seuls ministères où se présentent de réels problèmes. Pour que les vérifications soient aussi complètes que possible, leur élaboration tiendra compte des résultats des vérifications antérieures, des rapports d'enquêtes et de décisions des comités d'appel, des expo-sés sur l'exercice des activités de dotation et des entretiens avec les agents de la Direction générale des ministères et les represen-tants des employés. Au cours des deu-x dernières années, les vérifications ont

permis de soulever un certain nombre de questions dont la plus importante est le recours à la reclassification des postes et aux nominations pour une longue période déterminée.

En 1979, les vérifications ont à nouveau signalé les lacunes dans les systèmes de contrôle des nominations faites par voie de reclassification. Cependant, rien n'indiquait avec précision que les concours étaient délibérément évités. Dans certains cas, on a reclassifié des postes pourvus sans considérer suffisamment l'incidence d'une telle mesure sur la dotation en per-sonnel—notamment sur les titulaires de postes identiques—ou sans évaluer sérieusement les qualités des titulaires. Ces difficultés provenaient souvent d'un manque de communication entre les agents de dotation et les spécialistes en classification. En 1980, on vérifiera l'appli-cation de lignes directrices concernant la reclassification, publiées à l'intention des ministères par le Conseil du Trésor et la Commission, afin de s'assurer que les reclassifications des postes pourvus se font équitablement et selon le principe du mérite.

Pour plusieurs ministères, les nominations pour une période déterminée représentent un problème constant. Informés du grand nombre de ces nominations et de la durée excessive de plusieurs d'entre elles, les sous-chefs concernés et la Commission ont pris les mesures correctives appro-priées.

D'autres vérifications non liées à la recon-duction des instruments de délégation ont été effectuées. Une vérification et un examen spécial ont permis à la Commis-sion d'obtenir un premier rapport complet sur les opérations de recrutement des ministères employeurs principaux¹ depuis l'adoption de ce concept en 1974, et de fournir en temps voulu les renseignements nécessaires à l'élaboration de la nouvelle structure de délégation. Les résultats de la vérification ont révélé qu'en général les ministères employeurs recrutent de façon responsable et éclairée. Des améliorations s'imposaient tout-fois dans les domaines de l'équité et de l'égalité d'accès aux emplois publics. On a entravé l'application de ce dernier principe en limitant à l'excès la diffusion d'avis de concours et en n'accordant que peu d'at-tention à l'intérêt manifesté par certains candidats pour des postes autres que ceux qu'ils avaient postulés. En outre, il a été établi que, dans bien des cas, on recruta à l'extérieur sans avoir accordé

façon acceptable.

Pendant l'été de 1979, les opérations de dotation inscrites dans le cadre des pro-grammes d'emplois d'été axés ou non su-r la carrière (P.E.E.A.C. et P.E.E.N.A.C.) ont fait l'objet d'une vérification et d'un examen dans 17 ministères. Bien qu'il y ait une amélioration par rapport à 1978, la qualité de la documentation laissait telle-ment à désirer dans un grand nombre de cas, qu'il était difficile après coup de s'as-surer de la valeur de la sélection. En règle générale, le peu d'importance accordée à la gestionnaires à la documentation était la cause de ces anomalies. Lorsque les agents de dotation en personnel partici-paient activement à la sélection, les docu-ments relatifs aux nominations étaient complets d'établir avec certitude le nombre total d'étudiants embauchés, et était donné l'éventail de programmes et de mécanismes ayant servi à leur nomina-tion, notamment les programmes de recr-utement habituels et les autres initiatives prises par le gouvernement, indépendam-ment du P.E.E.A.C. et du P.E.E.N.A.C. E-tant que que les ministères ont eu recours au programme d'emplois d'été pour con-tourner les exigences du blocage de la dotation. Le programme de 1979 s'est trouvé grandement amélioré par la modifi-cation des dates limites de réception des demandes d'emploi, qui donne aux étu-diants un plus long délai pour soumettre leur demandes, et la diffusion plus hâtive des lignes directrices de ces programmes dans les ministères intéressés.

Le Bureau du Vérificateur général a fait l'objet d'une vérification et d'un examen de la dotation en personnel en février 1979. Cette vérification poursuivait un double objectif : aider le Vérificateur gé-néral et son personnel à s'acquitter de la fonction de dotation dans le respect des exigences juridiques et des cinq principes de la dotation et informer la Commission de la mesure dans laquelle les opérations de la dotation étaient conformes à la Loi sur l'emploi dans la Fonction publique et aux conditions acceptées de part et d'autre par suite de la promulgation de la Loi sur

1. Un ministère est considéré comme employeur pri-n-cipal quand il reçoit l'autorisation de la Commission du recrutement à l'extérieur pour un groupe professionnel particulier.

La vérification des activités de dotation en personnel

accordée aux bénéficiaires de priorité statutaire, la pertinence des outils et techniques de sélection, les contrôles liés aux nominations intermédiaires et le recours aux contractuels. Entrepris en 1978, cet examen a permis d'assurer une vérification constante des aspects susmentionnés du régime de dotation en personnel dans tous les ministères délégataires.

A l'occasion, la considération accordée aux bénéficiaires de priorité statutaire ou administrative n'a pas été suffisante; mais il y a toutefois eu nette amélioration à cet égard par rapport à 1978. L'application du régime d'autorisation en matière de priorités et les recommandations faites par la Commission à certains ministères concernant la gestion des priorités les ont, de toute évidence, incités à porter plus d'attention aux bénéficiaires et ont contribué à augmenter sensiblement le nombre de nominations chez ces derniers.

L'examen de la pertinence des outils et techniques de sélection englobe le vaste domaine des honoires de qualité, des guides de cotation, des rapports de jurys de présélection, des outils d'évaluation — notamment les appréciations de rendement et les tests — et les critères qui président au classement des candidats. Semblables à ceux que publiait le rapport de l'an dernier, les résultats de cet examen ont toutefois révélé une tendance certaine à améliorer les techniques d'évaluation des candidats. Cette amélioration est attribuée en grande partie au Programme d'accréditation des agents de dotation mis sur pied par la Direction générale de la dotation. Malgré les progrès enregistrés, la Commission s'inquiète toujours du peu d'importance attribué, lors de la sélection, au rendement réel tel que décrit dans les rapports d'appréciation, même dans les ministères qui appliquent des systèmes perfectionnés d'évaluation du rendement. Les ministères apporteront sans doute des modifications dans ce domaine, étant donné la publication de la politique du Conseil du Trésor et de la Commission de la Fonction publique à ce sujet. Il est prévu que des directives sur l'usage des appréciations de rendement en dotation en personnel seront émises en 1980.

Bon nombre de ministères ont encore des difficultés à administrer les nominations intermédiaires. Ces difficultés ne portent pas tant sur le respect du principe du mérite

Le Rapport annuel 1978 signalait le nouveau Programme de vérification et d'examen de la dotation en produisant le résultat des vérifications effectuées dans 34 ministères investis de pouvoirs délégués. Cette année a vu s'achever le premier cycle de ce programme avec la vérification des 22 ministères qui n'en avaient pas encore fait l'objet. En outre, les quatre ministères qui pourvoyaient à leurs postes en vertu d'un régime de délégation limitée ont subi une autre vérification complète.

Cette année encore, les rapports de vérification et d'examen de la dotation indiquent que les nominations de fonctionnaires et de non-fonctionnaires à des postes de la Fonction publique ont été dictées, à quelques exceptions près, par une saine gestion de la dotation et le respect des principes énoncés par la Commission. Dans un certain nombre de ministères, les vérifications révèlent l'existence de mécanismes très efficaces pour la diffusion des directives visant à assurer un exercice consciencieux de la fonction de dotation. Il semble en outre que les ministères planifient de plus en plus leurs opérations de dotation afin d'en accroître l'efficacité. Il importe de signaler qu'au cours de ces activités, l'application des principes du mérite, de l'équité et de l'égalité d'accès aux emplois publics reçoit toute l'attention qu'il convient de lui apporter. Les ministères se préoccupent également de plus en plus du principe de la sensibilité aux besoins, à preuve la composition de jurys de sélection ou augmentée consistamment la participation des groupes sous-représentés, notamment les femmes et les Autochtones.

En dépit des progrès divers réalisés par de nombreux ministères, l'exercice des pouvoirs de dotation délégués s'est révélé déficient chez plusieurs. En effet, dans certains ministères décentralisés, les rapports et la communication entre l'administration centrale et les bureaux régionaux ainsi qu'entre ces derniers et les bureaux locaux ont suscité des inquiétudes. Les recommandations faites à la suite de l'identification de ces problèmes ont permis de rendre plus transparentes les activités de dotation en personnel et ont renforcé la surveillance et l'établissement des rapports.

Quatre questions fondamentales ont également fait l'objet d'un examen soutenu au cours de l'année, à savoir la considération

us les appels accueillis ainsi que les éléments de l'opération de dotation qui les ont précédés sont soigneusement analysés et le ministère. Une mesure corrective équate est conçue et mise en œuvre us la surveillance de la Commission. La mesure corrective doit aller dans le sens de la décision du comité d'appel et tenir compte des points faibles du procédé de répartition initial. Voici quelques exemples de mesures correctives prises à l'égard des appels accueillis en 1979.

Un employé qui avait participé à un concours restreint a été jugé non qualifié parce qu'il ne satisfaisait pas aux exigences minimales relatives aux normes de sélection touchant les connaissances techniques et les capacités. Son appel a été accueilli pour plusieurs raisons : le ministère ne lui a pas fourni un énoncé des qualités requises; une méthode inadéquate a été utilisée pour évaluer son titre; et en fin de compte, les membres du jury de sélection se sont conduits d'une manière maladroite pendant l'entrevue. Les mesures correctives intérieures à l'opération de dotation ont été prises à l'égard de la deuxième opération de sélection organisée une nouvelle fois pour chacun des candidats répondant aux exigences fondamentales de l'opération. Un meilleur guide de notation a été utilisé sur l'énoncé des qualités requises. Une employée qui avait participé à un concours ministériel restreint a vu sa demande rejetée parce qu'elle avait été émise après l'échéance. L'appelante prétendait qu'elle avait présenté sa demande en retard parce qu'elle n'avait été informée que verbalement de l'existence du concours. Même si elle faisait partie de la liste de candidats, l'avis n'avait pas été communiqué à son lieu de travail. Le comité d'appel a conclu qu'il s'agissait d'une candidate admissible qui n'avait pas été informée du concours. A titre de mesure corrective, elle avait le droit d'être réintégrée. Comme on n'a relevé aucune erreur dans l'évaluation des personnes qui ont participé au concours, on a décidé d'offrir la possibilité de concourir aux concours suivants. On a affiché un nouvel avis au lieu de travail de l'appelante. Ce processus a été révisé et les personnes qui travaillaient dans le bureau et étaient admissibles au prochain concours. Le jury de sélection initial a évalué tous les nouveaux candidats. On a dressé une nouvelle liste d'admissibilité après l'ordre de mérite établi par rapport à tous les candidats.

(330) est due, principalement, au nombre accru de fonctionnaires qui ont accepté des mutations régrossives (de 2 713 en 1978 à 2 927 en 1979).

Conversion de nominations pour une période déterminée en nominations pour une période indéterminée

En 1979, la Commission de la Fonction publique a demandé, par écrit, à tous les ministères de résoudre équitablement la situation des employés nommés pour une période déterminée. Le premier pas en ce sens visait à régulariser la situation des employés qui devaient être nommés pour une période déterminée, mais qui ont, en fait, été nommés pour une période indéterminée en raison d'irrégularités dans le processus de dotation. Cette régularisation portait essentiellement sur deux questions qui ont toujours soulevé des difficultés, à savoir les employés qui n'ont jamais été avisés du fait qu'ils avaient été nommés pour une période déterminée, et les employés qui ont continué à travailler au-delà de leur période d'emploi déterminée sans que les mesures de nominations pertinentes aient été prises. La démarche adoptée assure une meilleure communication entre les ministères, les agents négociateurs et la Commission de la Fonction publique et permet d'apporter à chaque partie une solution juste pour toutes les parties.

- Deux employés qui avaient participé à un concours restreint ont demandé à la Commission de se prononcer sur leur droit d'appel au moment où ce concours a été brusquement annulé et où un autre employé a été muté au poste visé. Comme cette mutation avait été faite dans le cadre d'un programme ministériel de perfectionnement professionnel encore au stade embryonnaire qui n'avait pas été porté à la connaissance du personnel, et qu'en outre le mécanisme initial de sélection par concours avait créé des attentes chez les employés, la Commission a affirmé que les possibilités d'avancement des appelants avaient été amoindries.

- Deux employés ont demandé à la Commission s'ils avaient le droit d'interférer appel de la reclassement du poste d'un troisième employé à un niveau supérieur au leur. Les trois employés avaient eu la possibilité de postuler le poste avant qu'il ne soit reclassifié, mais un seul d'entre eux l'avait fait; c'est ce dernier qui a été considéré comme le plus compétent par la suite. Un an après, certaines fonctions ont été ajoutées au poste, lequel a été reclassifié à un niveau supérieur. La Commission a jugé que les chances d'avancement des deux appelants n'avaient pas été amoindries, puisqu'ils avaient eu la possibilité de concourir en vue d'obtenir le poste et d'en appeler de la nomination initiale.

Processus d'autorisation sécuritaire

La Commission s'est efforcée sérieusement de résoudre les problèmes qui se posent dans l'application des normes de sécurité. Conçu d'abord pour protéger la sécurité de l'État, ce processus d'autorisation sécuritaire est aussi utilisé par les ministères pour détecter les détenteurs de casier judiciaire parmi les candidats qui, un fois en poste, auraient accès régulière-ment à des fonds ou autres effets de valeur. Il y a aussi beaucoup de confusion sur le lien qu'il faut établir entre les exigences de la procédure de dotation dans leur incidence de ce régime de sécurité et le reste de la procédure de sélection à l'objet d'un appel qui se trouve maintenant devant la Cour fédérale d'appel et sera peut-être porté devant la Cour suprême.

La Commission a participé avec les grands ministères concernés à la rédaction d'une nouvelle politique qui fait état de la nécessité d'assurer la sécurité nationale et du besoin de protection des biens publics

Le deuxième pas en ce sens portait sur le suivi donné à une déclaration faite par le président du Conseil du Trésor, le 15 août 1979. Il avait alors été convenu que les employés nommés pour une période déterminée et ayant cinq ans de service presque continu nommés pour une période indéterminée. L'adoption de cette politique a amené les ministères à examiner la situation de tous leurs vacataires de longue date et à présenter les demandes pertinentes à la Commission de la Fonction publique. À la fin de 1979, 668 employés ont été titularisés par suite de ces mesures.

Opinion de la Commission

Par suite d'une décision rendue par la Cour fédérale en 1978, la Commission doit maintenant, en vertu de l'article 21, alinéa b) de la Loi sur l'emploi dans la Fonction publique, indiquer si, à son avis, les possibilités d'avancement d'une personne ont été amoindries par la sélection d'un autre candidat en vue d'une nomination sans concours.

La Commission a été appelée à se prononcer sur 18 cas en 1979. À deux occasions, elle s'est dite d'avis que les

contre l'abus ou le vol. L'ébauche de cette politique est à l'étude et une version finale sera soumise au Gouvernement au début du nouvel exercice financier.

Adoption de mesures correctives

La Direction générale de la dotation examine les plans d'action mis au point par les ministères après avoir pris connaissance des questions soulevées lors de la vérification. Elle cherche des preuves concrètes d'amélioration et au besoin fournit des conseils pour les aider à atteindre leurs objectifs. La direction accorde une attention particulière aux recommandations du rapport de vérification, mais elle aborde également d'autres sujets. La nature de l'aide fournie et des preuves demandées atteste de l'adoption de mesures correctives tant de la tenue du rapport de vérification. Voici quelques exemples d'activités de suivi.

- Il a été recommandé que le service de la dotation d'un ministère contrôle de manière les mesures en vigueur dans l'ensemble de ses bureaux de district. On demandait, entre autres, que les gestionnaires organiques suivent un cours sur la nature de la fonction de dotation ainsi que sur le rôle et les responsabilités des gestionnaires. La Direction générale de la dotation a examiné le plan d'action du ministère, recommande des changements et veille à la mise en œuvre du programme.
- Le rapport général portant sur un petit ministère a révélé qu'il y avait certaines lacunes dans l'utilisation des moyens de sélection. On a noté aussi qu'un certain nombre d'autres petits ministères et organismes éprouvaient des problèmes similaires. On a conclu, dans ce contexte, qu'il valait beaucoup mieux chercher une solution commune au problème. À la suite de la vérification, les divers rapports de mandats dans les divers rapports de vérification. Des vérifications menées par la suite sont venues confirmer ces constatations.

Suivi des appels accueillis

Si un appel interjeté à l'égard d'une nomination proposée est accueilli, la Commission de la Fonction publique doit, aux termes de l'instrument de délégation, constituer un jury de sélection chargé de pourvoir au poste qui a fait l'objet d'un appel ou sanctionner la formation d'un jury.

Justice dans la dotation en personnel

Dans les cas où il est évident qu'aucun candidat ne réunit les qualités requises pour être nommé au niveau d'un poste donné, et que cette lacune ne peut être corrigée que par une formation appropriée, la Commission approuve la nomination d'employés à un niveau inférieur à celui dudit poste. Ces employés sont promus sans concours, une fois qu'ils satisfont à toutes les exigences fondamentales du poste. De telles approbations ne sont données qu'après un examen rigoureux des plans de formation ministériels.

Il est impossible de viser un tel objectif sans une collaboration véritable entre le ministère, l'agent négociateur intéressé et la Commission. Ainsi, un examen exhaustif du groupe des techniciens en électronique (EL) au ministère des Transports a révélé qu'aucun des employés de ce groupe ne possédait les connaissances, les aptitudes et l'expérience nécessaires pour satisfaire aux exigences du niveau EL-4. On a donc pris des dispositions souples afin de recruter, au niveau EL-1, de nouveaux diplômés des collèges communautaires, des instituts techniques ou des Cégeps et de leur donner, au cours d'une période déterminée, la formation en classe, en usine et en milieu de travail dont ils auraient besoin. Ces employés sont évalués régulièrement et ne sont promus sans concours que lorsqu'ils satisfont aux exigences du niveau suivant.

La répartition des divers types de nominations sans concours a varié. Le nombre de mutations latérales est passé de 49 500 en 1978 à 46 340 en 1979, soit une diminution de 6,4 %; le pourcentage de mutations entraînait une modification de la durée des fonctions, d'une période déterminée à une période indéterminée, est passé de 18,2 % (9 004) en 1978 à 13,8 % (6 400) en 1979; et enfin le nombre de prolongations de la période d'effet de la nomination déterminée a connu une baisse sensible puisqu'il s'est établi à 22 047 en 1979 comparative-ment à 27 305 en 1978. En 1979, le nombre de promotions faisant suite à une reclassement a diminué, de sorte que ce type de nomination comptait pour 19,3 % de l'ensemble des promotions comparativement à 21,7 % en 1978. Les autres nominations sans concours, qui constituaient 19,5 % de l'ensemble des promotions en 1978, représentaient 25,7 % de ce total en 1979; cette augmentation

A une époque où un grand nombre de fonctionnaires doivent non seulement accepter des possibilités restreintes d'avancement professionnel, mais aussi le risque de perdre leur emploi, ils exigent de la Commission qu'elle fasse preuve de beaucoup de justice et d'équité en matière de dotation. La Commission a pris plusieurs mesures en 1979 afin que les politiques et les méthodes permettent d'instaurer des pratiques d'emploi équitables pour tous les fonctionnaires.

Nominations sans concours

Étant donné les mesures d'austérité qui ont eu cours de 1975 à 1979, ainsi que la diminution des perspectives professionnelles qui en a découlé, la Commission a redoublé d'efforts afin de veiller à ce que les nominations sans concours aient lieu seulement lorsqu'il y a de l'intérêt supérieur de la Fonction publique. La Commission a donc fait porter son attention, en 1979, sur les nominations effectuées à la suite d'une reclassement ou d'une mutation, qui constituaient de loin la majorité des nominations sans concours.

En 1978, on a découvert que les nominations accordées à la suite d'une reclassement, au principe du mérite et à la justice. Encouragée par la politique révisée de la classification que publiait alors le Secrétariat du Conseil du Trésor, la Commission a adopté pour sa part une politique fixant les critères à respecter pour que de telles nominations soient justifiées.

Une nouvelle politique, élaborée en 1979 et devant entrer en vigueur en janvier 1980, régira désormais les mutations. Elle définit clairement les motifs permettant de procéder à des mutations sans concours. Dans certaines conditions précises, cette politique associe le système de dotation d'un mécanisme de vérification en exigeant que le droit d'appel soit accordé et permette ainsi de déceler toute irrégularité. La Commission est d'avis que cette politique recommandée à la fois que la direction doit répartir son personnel de façon à rehausser l'efficacité de ses opérations et que ces nominations doivent être faites équitablement et conformément au principe du mérite. On espère que les nouvelles politiques garantiront, en quelque sorte, que toute nomination sans concours respectera les intérêts de la Fonction publique.

Agences d'emploi temporaire

En décembre 1977, le Secrétaire du Conseil du Trésor, en collaboration avec la Commission, a adopté une politique et des lignes directrices relatives à l'embauche du personnel embauché par l'entremise des agences d'emploi temporaire pour une période maximale de huit semaines. Depuis le 1^{er} avril 1978, les ministères ont obtenu des services d'emploi temporaire des entreprises qui avaient déjà conclu des ententes d'offres permanentes avec le ministère des Approvisionnements et Services. On avait alors décidé que ce projet serait mis à l'essai pour une période d'un an se terminant le 31 mars 1979, date à laquelle le gouvernement déciderait s'il y avait lieu de le poursuivre dans la Région de la capitale nationale. Le projet était encore à l'étude en fin d'année. La Commission de la Fonction publique et le ministère des Approvisionnements et Services ont présenté au Secrétaire du Conseil du Trésor un rapport complet sur la première année de mise en œuvre du projet. On s'attend que le Conseil du Trésor prenne une décision prochainement sur l'opportunité de poursuivre cette politique.

La Commission a continué d'appuyer activement les programmes coopératifs d'étude et de stage en 1979. Ces programmes offrent aux étudiants l'occasion de faire alterner les trimestres scolaires et leurs études. Les programmes coopératifs servent de trait d'union entre la Fonction publique et les maisons d'enseignement, entre les étudiants et le milieu de travail. La suspension temporaire des activités de dotation, qui a effectivement porté sur une session de travail, a considérablement réduit le nombre des nominations effectuées dans le cadre des programmes coopératifs qui s'est établi à 542 en 1979 comparativement à 646 en 1978.

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Par exemple, la direction générale a reçu 26 093 demandes d'emploi à la Fonction publique de nouveaux diplômés d'université en 1978 contre seulement 18 690 en 1979. Seulement 656 nominations ont été faites en 1979 comparativement à 1 051 en 1978. Cette diminution des nominations tient dans une certaine mesure à ce que le ministère du Revenu national, l'impôt à annuler son Programme de formation des agents généraux de l'impôt dans le cadre duquel 250 nominations environ étaient faites chaque année.

Le Programme d'emplois d'été axés sur la carrière offre aux étudiants de niveau post-secondaire des affectations reliées à leur formation scolaire. Dans l'ensemble, 26 113 étudiants ont demandé de participer à ce programme en 1979 comparativement à 26 001 l'année précédente. Cependant, le programme n'a pu fournir que 1 804 emplois en 1979, au lieu des 1 875 de 1978. De même, 578 étudiants ont été employés en 1979 dans le cadre du Programme d'emploi d'été des étudiants à titre d'agents des douanes par rapport à 618 en 1978.

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Les collèges communautaires et les Cégeps ont également été victimes de la baisse du recrutement. Tout comme dans le cas des diplômés d'université, le nombre total de demandes reçues en 1979 a été inférieur à celui de l'année précédente. On a, en effet, reçu au cours de l'année 2 207 demandes des collèges communautaires et des Cégeps par rapport à 2 829 en 1978. On a effectué 210 nominations, soit 63 de moins que l'année précédente.

Le Bureau de dotation en personnel de la Région de la capitale nationale dirige un programme conçu spécialement en vue d'aider les handicapés. Malgré la suspension temporaire des activités de dotation en 1979 et la poursuite des mesures d'ajustement, 180 handicapés étaient inscrits au répertoire de candidats qualifiés le 31 décembre 1979. Au cours de l'année, 268 dossiers ont été présentés aux ministères et 161 personnes handicapées ont été nommées à des postes de catégorie Soutien administratif.

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Recrutement postsecondaire

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problématiques et les tendances qui se dessinent et il donne aux ministères la possibilité de prendre des mesures correctives au niveau local.

Les mesures correctives vont de la prestation de conseils et d'aide au sujet du pouvoir des ministères et des bonnes méthodes à adopter jusqu'à l'autorisation ou à la révocation des nominations irrégulières. On peut qualifier d'irrégulière une nomination où le ministère a outrepassé ses pouvoirs de dotation ou que l'un des principes de base de la Loi sur l'emploi dans la fonction publique a été violé.

Le programme de contrôle a permis de découvrir toute une gamme de nominations irrégulières et de mener des enquêtes sur ces cas en 1979. Il a été prouvé que 354 nominations ont été faites à l'encontre des modalités des accords de dérogation. Au 31 décembre 1979, 185 cas avaient été résolus et les autres faisaient toujours l'objet d'un examen. Voici quelques exemples du genre d'enquêtes effectuées au cours de l'année et des mesures correctives qui ont été prises.

- Un ministère avait nommé sans concours et sans droit d'appel un employé à un poste qui comportait un salaire maximal plus élevé que son poste antérieur, la Commission a égalé le salaire et a trouvé un poste adapté aux qualités du candidat et la Commission a procédé à la nomination de l'employé à ce poste.

- Un ministère avait nommé sans concours un employé à un poste qui comportait un salaire maximal plus élevé que son poste antérieur et qui appartenait à une catégorie professionnelle différente sans informer les autres employés de leur droit d'appel. L'écart de salaire était minime et peu d'autres employés auraient pu postuler cet emploi. Prenant en compte les qualifications de l'employé, la Commission a décidé d'afficher un avis d'appel. Aucun appel n'a été interjeté et la Commission a confirmé la nomination.

- Un ministère avait nommé sans promotion un employé à un poste de niveau supérieur et ne l'avait ni évalué ni promu

Tableau 15

Titulaires de postes bilingues, selon le niveau de compétence requis en langue seconde, 31 décembre 1979

Langue seconde	Français	
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Langue seconde	Anglais	
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énoncée de politique en matière de dotation que par des règlements.

En 1979, la Commission a révoqué sept règlements et en a modifié huit autres. Dans certains cas, par exemple les nominations de personnes provenant de l'extérieur de la Fonction publique, les dispositions de la Loi sur l'emploi dans la Fonction publique accordent suffisamment de pouvoir pour que les intéressés puissent prendre les décisions qu'ils s'imposent sans avoir recours à un règlement. Dans d'autres occasions, comme la zone de concours, les dispositions de la Loi jointes aux lignes directrices concernant les zones de concours, qui sont très complètes, rendent une fois de plus les règlements inutiles. En outre, les règlements fixaient, à l'égard de la conservation de certains documents liés à la dotation, un délai qui ne concordait pas avec les exigences du Programme d'élimination des dossiers généraux du gouvernement du Canada. Les règlements en cause ont été révoqués.

On a modifié les règlements conformément aux décisions de la Cour fédérale (prolongation du stage probatoire) afin de veiller à ce que les employés renvoyés en cours de stage soient informés explicitement des motifs de leur renvoi. On a aussi modifié les règlements pour simplifier la notation des qualités que doivent avoir les candidats. On a, finalement, apporté les modifications qui s'imposaient aux règlements relatifs à la mise en disponibilité afin de faire en sorte que le Régime d'autorisation en matière de priorités instauré par la Commission puisse conserver les mises en disponibilité réelles à un niveau minimal et que les employés mis en disponibilité puissent accepter des nominations intermédiaires sans nuire à leur priorité d'emploi.

Contrôle

Au nom de la Commission, la Direction générale de la dotation est chargée de contrôler tout au long de l'année la façon dont les ministères exercent le pouvoir qui leur a été délégué en matière de dotation. Cette responsabilité s'attache surtout aux nominations qui, à l'intérieur d'un ministère, semblent aller à l'encontre de l'intention ou encore de la politique de dotation de la Commission.

Le programme de contrôle permet de recueillir des renseignements utiles à la Commission en sa qualité de responsable de la dotation en personnel à l'échelle de la Fonction publique. Il permet également de détecter avec précision les situations

Système automatisé de diffusion des avis

Ce système a été instauré récemment par la Commission afin de réduire les coûts et d'accroître l'efficacité de production et de distribution d'avis de concours et d'appel. Pour répondre aux exigences du système, on a réduit la longueur des avis, qui était en moyenne de 2,7 pages, à une page, réalisant des économies annuelles de 1,5 million de dollars en frais salariaux et autres. On a procédé à une meilleure coordination de l'ensemble du mécanisme de production à l'aide d'un réseau de télécommunications reliant 14 centres d'impression et de diffusion à un seul centre de traduction et de transmission. Cette amélioration a permis de réduire de trois semaines la période nécessaire à un concours national interministériel, le délai moyen étant réduit proportionnellement à la zone de concours; elle a en outre rendu beaucoup plus sûre la livraison finale des avis de concours et d'appel aux divers lieux de travail des employés.

Parmi d'autres mesures visant à améliorer le rapport coût-efficacité et maintenant au stade de la conception ou de l'élaboration, mentionnons : un moyen permettant de procéder à une diffusion plus sélective des avis; l'occasion de faire des économies supplémentaires en éliminant les frais découlant de l'achat et de l'entreposage du papier et en modifiant la présentation des avis d'appel.

Simplification du Règlement sur l'emploi dans la Fonction publique

Dans son rapport annuel de 1978, la Commission affirmait qu'on avait trop mis l'accent sur la réglementation de la gestion du personnel. La Commission a apporté un certain nombre de changements à ce chapitre en 1978 et a poursuivi ses efforts en ce sens en 1979 afin de surmonter cette difficulté, de respecter les décisions de la Cour fédérale et d'aligner ses méthodes sur les examens actuels du mécanisme de dotation. Le Comité consultatif conjoint, réunissant des agents de négociation et des représentants de la Commission et des ministères, joue un rôle clé sur ce plan.

La Commission a examiné les règlements actuels afin de déterminer ceux qui pouvaient être révoqués et ceux qui pouvaient être modifiés pour plus de clarté et de simplicité. Lorsque les dispositions de la Loi sur l'emploi dans la Fonction publique confèrent suffisamment de pouvoir, les règlements sont superflus. Dans d'autres cas, les exigences du processus de dotation sont mieux satisfaites par des

Programme d'accréditation des agents de

La Commission a déterminé que l'accréditation des agents de dotation représentait des principaux moyens d'assurer l'intégrité de la dotation dans la Fonction publique. L'objectif du programme d'accréditation est de donner aux agents de dotation la compétence pour évaluer avec beaucoup de professionnalisme un certain nombre de fonctions liées aux processus de dotation. Sur le plan pratique, cela se traduit par l'embauche d'agents compétents, sensibles à la nécessité de certains procédés de sélection, renseignés sur la marge de manœuvre accordée aux ministères et capables de fournir à la Commission la possibilité de déroger aux conditions étas. Toutes les nominations de la Fonction publique sont faites soit par des agents de dotation accrédités, soit par des conseillers de l'un de ces agents.

Puis la mise en vigueur officielle du Programme d'accréditation des agents de dotation, la Commission a reçu 1 260 recommandations en vue de l'accréditation d'agents de dotation expérimentés et âgés de 1 095. La première phase, soit la mise en œuvre initiale, a mené à la réalisation, le 1^{er} mai 1979, du programme d'accréditation grâce auquel tous les agents de dotation possédant plus d'un an d'expérience pouvaient être accrédités si leur candidature était recommandée par leur ministère et acceptée par la Commission.

1979, 155 nouveaux agents de dotation ne sont inscrits au programme d'accréditation, s'ajoutant ainsi aux 209 nouveaux agents qui y participaient déjà, soit 364. En fin d'année, 58 agents ont été accordés après avoir franchi avec succès les étapes du programme, 50 ont été accrédités, principalement parce qu'ils ont participé à la Fonction publique ou le secteur de la dotation, et ceux qui restent ont pas encore terminé leur formation et ont perfectionnement.

La Commission a examiné les règlements actuels afin de déterminer ceux qui pouvaient être révoqués et ceux qui pouvaient être modifiés pour plus de clarté et de simplicité. Lorsque les dispositions de la Loi sur l'emploi dans la Fonction publique confèrent suffisamment de pouvoir, les règlements sont superflus. Dans d'autres cas, les exigences du processus de dotation sont mieux satisfaites par des

dotation qu'elle a mis sur pied afin de donner une base de connaissances homogènes permet d'accroître la qualité de l'aide et des conseils fournis. Le processus de dotation lui-même est en voie d'être simplifié en partie grâce à l'instauration du système automatisé de diffusion des avis, qui permet de diffuser plus efficacement les avis de concours et d'appel au moyen d'un réseau de télécommunications électronique établi à l'échelle du Canada.

La zone de concours dans les ministères et organismes de moindre dimension connaît une transformation fondamentale. Etant donné que le marché du travail y est limité, un dilemme permanent entoure le choix à faire entre deux formes extrêmes de concours, à savoir un concours restreint au petit organisme ou un concours ouvert à l'ensemble de la fonction publique. Afin de trouver un moyen terme entre ces deux extrêmes, la Commission a travaillé activement avec des petits ministères pour organiser des concours communs. Une telle approche comporte des avantages certains tant pour les employés que pour les ministères.

Nouvelle optique de la délégation

Il s'agit ici d'une nouvelle méthode de délégation d'après des pouvoirs de dotation qui permettra d'adapter le pouvoir délégué et ses conditions d'exercice aux besoins précis des ministères, en vue de favoriser une meilleure gestion de la fonction de dotation en personnel.

Les éléments essentiels de ce nouveau système ainsi axé sur les besoins des ministères englobent un instrument de délégation modifié qui accordera le pouvoir délégué pour une période indéterminée plutôt que déterminée et une série de cinq annexes définissant, pour chaque ministre :

- la portée du pouvoir délégué, c'est-à-dire le groupe et le niveau des postes à l'égard desquels la Commission a délégué au sous-chef le pouvoir de faire des nominations;
- la politique relative aux zones de concours;
- les politiques de dotation en personnel, c'est-à-dire celles qui sont particulières au ministère en raison de son mandat et les besoins spécifiques qui en découlent et la portée de la subdélégation, c'est-à-dire si le pouvoir est subdélégué à des agents organiques ou fonctionnels ou aux deux et quel est le lieu de travail de ces agents;

- l'obligation faite au sous-chef d'établir des objectifs ministériels compatibles avec ceux de la Commission, afin d'atteindre les buts globaux de toute l'administration en matière de dotation en personnel.

Le Programme de vérification et d'examen de la dotation, qui se déroule sur une base cyclique, constitue la principale source de renseignements qui permet d'évaluer le rendement des ministères dans le domaine qui a fait l'objet d'une délégation (voir le chapitre 7). La vérification sera toujours le point de départ de l'évaluation d'un ministre, mais elle comprendra désormais une phase dite de positivification. Quelques six mois après la remise du rapport au sous-chef, le Comité consultatif de la délégation se réunira pour étudier tous les renseignements qui concernent un ministre en particulier. Le ministre sera prié parallèlement de commenter tous les aspects des conclusions de la vérification qui touchent ses opérations, y compris les allégations ou les plaintes qui ont été présentées à la Commission. Il sera également invité à demander toutes les modifications au mécanisme de délégation qui lui semblent propres à accroître l'efficacité et l'efficience de la dotation en personnel.

Les commissaires rencontreront alors le sous-chef afin de vérifier si le mécanisme de délégation et, en particulier, les objectifs fixés, sont clairs. Le dernier aspect de ce travail consistera à modifier les annexes pertinentes en fonction des décisions prises et à procéder à la prochaine évaluation de ce ministère.

La Commission estime qu'elle doit mieux gérer le mécanisme de délégation et coordonner ses conseils et sa participation dans tous les secteurs, pour être en mesure d'examiner le rendement des divers ministères en matière de dotation. Cet examen permettra d'améliorer les pratiques déficientes qui ont cours dans les ministères afin de satisfaire dans une plus grande mesure les intérêts et les besoins de la Fonction publique, et aussi d'identifier les faiblesses des politiques et usages de la Commission.

Consultation et aide

En 1979, la Commission a continué à fournir un service de consultation en dotation tant au niveau de l'administration centrale qu'à des régions. Ce service vise à aider les ministères en expliquant aux agents de dotation les mesures législatives régissant l'emploi dans la Fonction publique et les politiques de dotation de la Commission, ainsi qu'en leur donnant des conseils sur les aspects complexes de la dotation. Les

conseillers en dotation de la Commission servent aussi de personnes-ressources au cours d'un certain nombre de séances de formation destinées à des agents de dotation, à des adjoints à la dotation et à des cadres organiques.

Il arrive souvent que, par son aide et ses conseils, la Commission offre des solutions à certains problèmes particuliers des ministères. Ainsi, un ministre qui se préoccupe de l'acceptation de nouveaux pouvoirs lui soient délégués a reconnu que ses gestionnaires n'avaient pas la formation voulue pour s'acquitter de leurs futures responsabilités en matière de dotation en personnel. Le ministre a également reconnu qu'il ne possédait pas les connaissances nécessaires pour concevoir et mettre en œuvre le programme de formation requis. À la demande du ministre, la Commission a conçu un programme de gestion adapté aux besoins des gestionnaires et a ensuite aidé le ministre en formant son personnel et en lui fournissant les ressources en vue des cours appropriés. Pendant une période de deux à trois mois, on a formé plus de 300 gestionnaires selon un mode décentralisé. Les cours mettaient l'accent sur les responsabilités précises qui incombaient tant aux gestionnaires qu'aux agents de dotation en vertu de la délégation des pouvoirs, en insistant particulièrement sur les aptitudes et les techniques liées à l'évaluation et à la sélection des candidats. On a pu constater, grâce au contrôle continu du rendement du ministre ainsi qu'à une vérification récente de ses opérations de dotation, que les séances de formation avaient été efficaces et que le pouvoir de dotation était bien exercé.

Voici, à titre d'exemples, d'autres activités auxquelles les conseillers en dotation ont participé en 1979 :

- ils ont aidé 26 ministères à mettre en œuvre les recommandations formulées dans le cadre des vérifications, y compris l'établissement de politiques de dotation et de méthodes de contrôle dans leur ministère, ainsi qu'à modifier certaines pratiques;
- ils ont aidé cinq ministères à préparer des programmes de formation destinés aux gestionnaires organiques en leur fournissant les ressources humaines et matérielles nécessaires à leur mise sur pied;
- ils ont fait partie d'un groupe consultatif du personnel de la Région de la capitale nationale œuvrant auprès d'environ 30 petits ministères et organismes;
- ils ont organisé des colloques sur la dotation à l'intention des agents de dotation dans plusieurs régions.

ployés qui bénéficient d'une priorité statutaire ou administrative quel que soit le motif sous-jacent à cette priorité.

Aux termes de la Loi, une priorité statutaire confère le droit d'être nommé ou d'être considéré pour une nomination avant les autres candidats. Une priorité administrative confère le même statut, non en vertu de la Loi mais de la politique de la Commission de la Fonction publique. Un employé excédentaire est un employé a été identifié pour la mise en disponibilité. Un employé mis en disponibilité est celui dont l'emploi a pris fin, soit faute de travail soit par suite de la suppression d'une fonction (réorganisation).

En 1979, la Commission a consacré énormément d'efforts au redéploiement des bénéficiaires de priorité et 2 206 personnes ont fait l'objet d'un redéploiement; de ce nombre, 1 548 employés avaient été déclarés excédentaires, 544 avaient été mis en disponibilité, tandis que les autres étaient soit des employés en congé soit des membres des cabinets de ministres, soit des employés qui n'avaient pas complété avec succès leur formation linguistique.

La Commission ne réussit pas toujours à trouver de nouveaux emplois pour ces employés. Bien que 702 employés ont cessé d'avoir droit à une priorité en 1979, il convient d'ajouter que certains d'entre eux ont donné leur démission, ont pris leur retraite, sont décédés ou ont refusé des offres d'emploi raisonnables. La liste des bénéficiaires de priorité comptait encore 2 749 noms au 31 décembre 1979, comme l'indique le tableau 14.

Amélioration du processus de dotation en personnel

Dans ses efforts pour améliorer la gestion du système de dotation en personnel, la Commission de la Fonction publique a réalisé des progrès importants sur plusieurs fronts en 1979. La théorie selon laquelle elle se proposait de gérer le système au moyen de politiques plutôt que de règles-Fonction publique a été entrepris et à ce jour, sept articles ont été révoqués, huit, modalités et certains autres remplacés par des outils mieux adaptés. La Commission a développé le Centre d'interprétation-dotation et a accru le service de consultation en dotation afin de fournir l'aide et les conseils nécessaires pour ce qui a trait à l'interprétation des politiques. Le Programme d'accréditation des agents de

1 799 employés touchés par une réorganisation, 307 ont dû accepter un poste à un niveau inférieur à celui du poste dont ils étaient titulaires.

Ne si le régime a permis dans une certaine mesure de trouver de nouveaux emplois aux intéressés, il y a encore des fonctionnaires qui n'ont pas trouvé d'emploi. Dans certains cas, les ministères ont pu prolonger la période ouvrant droit à la priorité d'emploi déclarée excédentaire, mais que dans d'autres, il y a eu mise en disponibilité.

Les 775 fonctionnaires qui se sont trouvés même un emploi, ont pris leur retraite ou ont fait part de leur peu d'intérêt à accepter un autre poste à la Fonction publique. En fait, seulement 16,7 % des 932 employés touchés n'avaient pas trouvé un autre emploi au 31 décembre 1979 (voir le tableau 13).

Tableau 13

Employés, déclarés excédentaires et avisés de leur statut, qui n'ont pas trouvé un autre emploi au 31 décembre 1979

Catégorie professionnelle	Mis en disponibilité	Excédentaires disponibles		Total
		Employés	Mis en disponibilité	
la direction	0	1	1	1
officiers et spécialistes	29	170	199	
administration et service extérieur	22	76	98	
techniciens	15	90	105	
fonctionnaires administratifs	7	49	56	
dotation	7	67	74	
total	80	453	533	

Tableau 14

Employés ayant priorité de dotation au 31 décembre 1979

Catégorie de priorité	Disponibles	Non disponibles	Total
	Nombre d'employés	Nombre d'employés	
re de priorité	65	7	72
mpres du cabinet d'un ministre	36	9	45
ployés mis en disponibilité	592	217	809
réorganisation	372	114	486
privatisation	17	10	27
ployés excédentaires	559	55	614
réorganisation	75	41	116
décentralisation	445	107	552
information linguistique non réussie	26	2	28
total	2 187	562	2 749

Personnes habilitées mais n'exerçant pas leur droit de

En vertu de ce régime, le ministre ne peut exercer le pouvoir qui lui a été délégué en matière de dotation en personnel que lorsqu'il a averti la Commission de la Fonction publique de son intention de pourvoir à un poste. La Commission peut alors lui adresser tout avis qu'il lui paraîtra utile.

Fonction publique.

stipulé dans la Loi sur l'emploi dans la fonction publique. Les dispositions de la Loi sur l'emploi dans la fonction publique relatives aux nominations de hauts fonctionnaires ont été modifiées en 1978. En effet, 4 844 nominations ont été effectuées en 1978 et, à la fin de 1979, on avait procédé à 6 386 nominations de ce genre. Les réductions actuelles ont également des répercussions sur la durée d'emploi des fonctionnaires. Les nominations pour une période déterminée ont diminué de 16,8 % alors que les nominations pour une période indéterminée ont diminué de 10,5 %. Ce phénomène tient probablement à ce que les gestionnaires font moins de nominations à temps partiel, ce qui entraîne une diminution de la dotation en personnel de leur organisation en raison des commissions de personnel qui ont déjà été effectuées et de celles qui sont peut-être encore à venir. On constate, dans le même ordre d'idées, que le nombre de nominations indéterminées s'est grandement accru au cours des deux dernières années. En effet, 4 844 nominations ont été effectuées en 1978 et, à la fin de 1979, on avait procédé à 6 386 nominations de ce genre.

Régime d'autorisation en matière de priorités

Prévoyant les répercussions qu'auraient les mesures d'austérité du gouvernement sur le personnel, la Commission de la Fonction publique a instauré en novembre 1978 le Régime d'autorisation en matière de priorités. La plupart des employés concernés ont reçu leur avis en 1978, mais leur mise en disponibilité ne devait entrer en vigueur qu'au cours de 1979. La Commission s'est alors estimée tenue d'instaurer un régime largement accessible et très rigoureux par lequel la candidature des employés excédentaires à l'égard des postes pour lesquels ils ont les qualifications requises serait pleinement étudiée, tel que stipulé dans la Loi sur l'emploi dans la fonction publique.

Par ailleurs, le nombre des cessations d'emploi s'est accru de 2,3 % en 1979. Les départements par la retraite et la démission ont augmenté; en effet, de 18 469 en 1978, ils sont passés à 20 217 en 1979, soit une augmentation de 9,5 %. Il est intéressant de noter que le nombre d'employés qui ont démissionné de la Fonction publique pour se joindre au secteur privé est passé de 3 856 en 1978 à 4 751 en 1979, soit une augmentation de 23,2 %. En 1979, 7 216 employés ont pris leur retraite, soit 18,3 % de plus qu'en 1978. Il y a eu aussi 1 773 employés mis en disponibilité en 1979, dont 1 322 retenaient encore au 31 décembre le statut de prioritaires.

ser tout bénéficiaire de priorité qui est disponible et possède les qualifications requises pour occuper le poste. Si le bénéficiaire de priorité est reconnu qualifié, il est nommé sur-le-champ. Si le ministre estime qu'il n'est pas qualifié, et que la Commission en est persuadée, il peut pourvoir au poste par concours ou par d'autres moyens. Un nombre d'autorisation en matière de priorités est apposé sur tous les avis de concours et d'appel afin d'indiquer que les règles du régime ont été respectées. Afin d'éliminer les obstacles officiels ou techniques, comme les écarts dans les échelles de traitement, qui auraient pu empêcher un employé excédentaire d'être nommé à un poste pour lequel il serait qualifié, la Commission a obtenu un décret d'exclusion lui permettant de nommer des employés excédentaires sans concours et sans droit d'appel. On a eu recours au décret afin de permettre, dans la mesure du possible, la nomination des employés excédentaires avant leur mise en disponibilité.

Si l'on observe ce qui s'est passé au sein du groupe de fonctionnaires directement touchés par les mesures d'austérité prolongées en août 1978, il est permis de

Le tableau 11 présente les employés déclarés excédentaires et avisés de leur statut au cours de la période de restrictions économiques annoncées en août 1978, tandis que le tableau 12 fait état du redéploiement de ces mêmes employés.

Tableau 11

Employés déclarés excédentaires et avisés de leur statut selon le motif	
Motif	
Reorganisation	1
Privatisation	17
Haute direction	718
Sciences et spécialistes	551
Administration et service extérieur	317
Techniciens	824
Soutien administratif	114
Exploitation	211
Total	2 638
554	3 1

Tableau 12

Redéploiement des employés déclarés excédentaires et avisés de leur statut	
Suite à une reorganisation	
Autre	8
Même ministère	7
Même ministère	1
Haute direction	0
Sciences et spécialistes	136
Administration et service extérieur	51
Techniciens	18
Soutien administratif	45
Exploitation	28
Total	278
652	869
1 799	85
1 8	1

Tableau 11

Employés déclarés excédentaires et avisés de leur statut selon le motif	
Motif	
Reorganisation	1
Privatisation	17
Haute direction	718
Sciences et spécialistes	551
Administration et service extérieur	317
Techniciens	824
Soutien administratif	114
Exploitation	211
Total	2 638
554	3 1

croire que le Régime d'autorisation en matière de priorités a connu du succès. L'excédentaires ont été avisés de leur situation à la fin de 1978; dans la majorité des cas, la mise en disponibilité était prévue pour le début de 1979.

Les tableaux 11, 12 et 13 indiquent les fonctionnaires touchés par ces mesures et leur situation au 31 décembre 1979. On établit une distinction entre, d'une part, les employés touchés par la pénurie de travail ou la suppression d'une fonction (réorganisations) et, d'autre part, ceux touchés par la privatisation, puis ces derniers se sont vu offrir un poste dans un organisme privé. Certains employés touchés par la privatisation ont choisi d'utiliser leur priorité en matière de dotation en personnel et de regagner les rangs de la Fonction publique.

La dotation en personnel

L'accélération des mesures d'austérité, qui a mené à la suspension des activités de dotation en personnel dans la Fonction publique, a modifié le rôle de la Direction générale de la dotation et exigé l'interromption de certains services, comme le service d'orientation professionnelle.

Fonction publique un milieu représentatif de la population canadienne en période d'austérité et de compression du personnel. En outre, les employés ont davantage conscience qu'ils ont moins de possibilités d'obtenir de l'avancement et de diversifier leur expérience, et, partant, ils attachent plus d'importance aux règlements visant à assurer l'équité dans le domaine de la dotation.

Les nominations faites en vertu de la Loi sur l'emploi dans la Fonction publique en 1979 permettent de dresser un tableau sans équivoque de l'incidence qu'ont eue sur la Fonction publique les réductions effectuées à l'heure actuelle au chapitre du budget et de l'effectif. La réduction du nombre total de nominations internes et externes, qui s'établissait à 1,1 % en 1978, est passée à 14,6 % en 1979, ce qui représente 19 485 nominations de moins au cours de cette période.

Si l'on ventile ce total de 19 485 nominations, on constate que le recrutement à la liste (voir le tableau 10).

C'est au cours des années 1978 et 1979 qu'on a procédé, pour la première fois depuis 1970, à une réduction de l'effectif de la Fonction publique. La réduction, qui s'établissait à 1,5 % en 1978, est passée à 2,9 % en 1979, ce qui correspond à une réduction nette de 7 883 employés en une année. Cette réduction nette de l'effectif tient compte des corrections apportées aux données pour le sous-groupe B des Opérations postales. La catégorie Haute direction, dont l'effectif compte 18 personnes de plus, est la seule qui ne soit pas touchée par les compressions. Ces dernières ont varié entre 2,6 % dans la catégorie Exploitation et 4,8 % dans la catégorie Scientifiques et spécialistes (voir le tableau 10).

Tableau 10
Evolution de l'effectif selon la catégorie professionnelle, de 1978 à 1979

Catégorie professionnelle	Evolution	
	1978	1979
N.	1 321	N.
Haute direction	1 339	+18
Scientifiques et spécialistes	23 154	-1 116
Administration et service extérieur	51 664	-1 377
Techniciens	26 582	-849
Soutien administratif	70 608	-2 888
Exploitation	102 312	-2 691
Total	275 787	-8 922
	266 865	-3,2

^a Sont exclus du total, 75 SX en 1978 et 90 en 1979. Comprend 221 employés en 1978 et 217 en 1979 de la Commission des relations de travail dans la Fonction publique et d'autres employés dont le poste n'a pas encore été classé dans l'une ou l'autre des catégories professionnelles.

Source : Système de traitement des données sur la haute direction de la Commission (catégorie Haute direction) et ministère des Approvisionnement et Services (autres catégories)



10,5 % du total des nouveaux mem-
 bres. L'effectif de la Haute direction a
 augmenté de 1,4 % en 1979, pour attein-
 dre 1 339 à la fin de l'année (à l'exclusion
 des directeurs principaux du Bureau du
 directeur général). Les cadres de direc-
 tion publique. Les nominations de
 cadres représentent 0,5 % de l'effectif de la
 direction publique. Les nominations de
 fonctionnaires et de non-fonctionnaires à
 la catégorie se sont chiffrées à 418 en
 1979, par rapport à 509 en 1978.

Le travail qu'on vient d'exposer a déjà
 produit d'intéressants résultats dans tout
 le domaine de la dotation en cadres de
 la direction. Sans doute, il y aura encore
 beaucoup à faire. Nous pouvons toutefois
 remarquer que la direction est dotée des
 instruments organisationnels et de bon
 nombre des instruments qui lui permet-
 tent d'être à la hauteur des défis de la
 vie. L'année qui commence. Ces facteurs,
 auxquels il faut ajouter une collaboration
 constante avec les ministères, contribue-
 ront à l'amélioration constante du pro-
 gramme en réponse aux besoins de la
 direction publique.

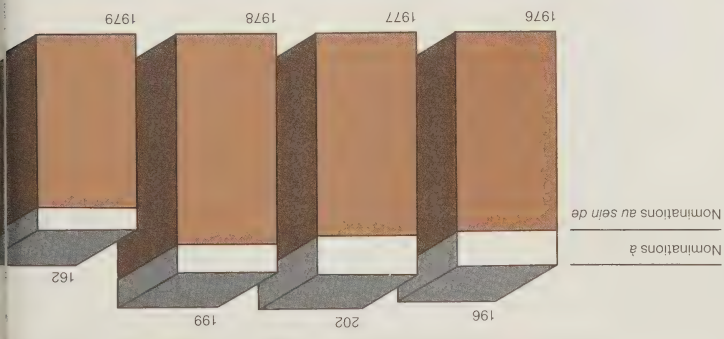
Toutes ces activités ont continué à donner une importance de premier plan à la participation accrue des groupes sous-représentés à la Haute direction. A titre d'exemple, signaux que le pourcentage des femmes s'est élevé à 3,7 % en 1979; celui des Francophones, à 21,3 %.

En collaboration avec le ministère des Affaires extérieures, les programmes internationaux ont réussi à placer un nombre important de Canadiens dans des organisations internationales. Ils ont pu affecter dix fonctionnaires canadiens à des organismes aussi prestigieux que l'Organisation des Nations unies pour le développement, la Banque internationale pour la reconstruction et le développement, l'Agence internationale de l'énergie atomique. En outre, la Fonction publique canadienne a effectué des échanges de cadres avec le gouvernement de l'Australie; un Canadien du Bureau du Conseil privé a été en poste en Australie au *Department of the Prime Minister*; trois Australiens ont été affectés à des tâches diverses dans la Fonction publique du Canada: un au Bureau du Conseil privé, un autre à Statistique Canada et un troisième à la Commission.

Grâce au programme Échanges Canada, 45 fonctionnaires fédéraux ont obtenu une affectation à l'extérieur de l'administration fédérale et 76 cadres provenant d'autres secteurs de l'économie ont joint les rangs de ministères, portant ainsi à 245 participants fédéraux et à 377 participants de l'extérieur le nombre total des personnes touchées par ce programme depuis le début, y compris les participants qui travaillent au Bureau du Vérificateur général. On a également fait des progrès dans l'identification des agents qui devraient prendre part au séminaire d'une semaine sur l'orientation des cadres de direction, séminaire qu'on a élargi en 1979 de manière à rejoindre un échantillon plus large de la communauté des cadres de cette catégorie. Ces séminaires en sont maintenant à leur huitième année consécutive, avec un total de 46 cadres ayant pris part aux trois séminaires de 1979. De ces 46 participants, 7 venaient tout juste d'entrer à la Fonction publique et 7 autres venaient de l'extérieur pour travailler dans le cadre d'Échanges Canada.

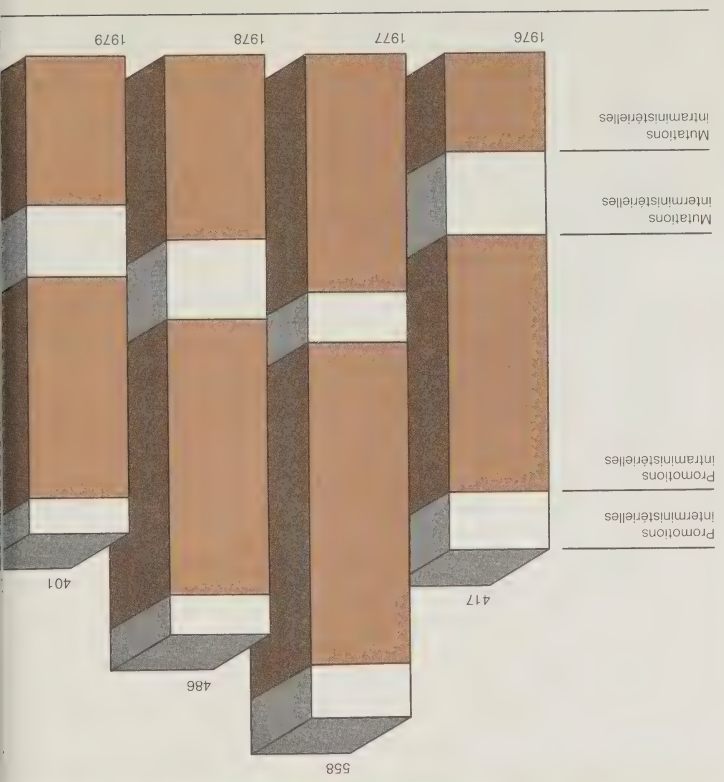
En 1979, la catégorie Haute direction a accueilli 162 nouveaux membres, soit 145 en provenance de la Fonction publique et 17 de l'extérieur. Ces derniers représen-

Graphique 13
Nouvelles nominations à et au sein de la Fonction publique de membres de la Haute direction, 1976 à 1979



Note: Les données de 1978 diffèrent de celles publiées dans le rapport annuel de l'an dernier en raison d'une révision des nominations des membres de la Haute direction.

Graphique 14
Nominations interministérielles et intraministérielles de membres de la Haute direction, 1976 à 1979



Les programmes de haute direction

Les programmes à l'intention de la haute direction ont notablement amélioré la qualité de la haute direction dans la Fonction publique. L'organisation de la Direction générale des programmes de haute direction repose maintenant sur un certain nombre d'équipes multidisciplinaires. Composées d'agents de dotation des cadres de direction, d'agents des programmes d'affections internationales et de spécialistes en planification des ressources humaines, ces équipes ont entrepris de constituer un tronc commun des connaissances requises pour les employés d'un ensemble de ministères accomplissant des fonctions comparables. Ces équipes ont permis aux spécialistes de concentrer leurs efforts en vue d'aider les ministères à recruter les cadres de direction dont ils ont besoin.

Pour que certains cadres de direction puissent partager leurs compétences, ces équipes ont planifié et proposé un nombre accru d'affections de cadres de direction; elles ont entrepris des programmes de perfectionnement de carrière, étudié la possibilité d'offrir des affectations dans le cadre des programmes internationaux et d'échanges Canada. Notons ici les progrès enregistrés sur deux points : on connaît mieux les problèmes qui affectent l'utilisation des ressources humaines dans cette catégorie; on est mieux en mesure de conseiller les ministères sur un large éventail de problèmes d'affections des ressources humaines, comme le roulement ou la mobilité interministérielle des cadres de direction. C'est dans ce contexte que les rencontres entre le directeur général et les sous-ministres pour examiner le rendement des cadres de direction. Lors de ces rencontres, on a dressé le bilan des forces et des faiblesses des équipes ministérielles en fonction de leurs besoins ainsi qu'en fonction de besoins à plus long terme. Grâce aux travaux des équipes multidisciplinaires et de ces rencontres, la direction générale a colligé des renseignements qui aideront le Comité de hauts fonctionnaires à sélectionner les éléments prometteurs qui pourraient devenir sous-ministres ou assurer des postes pourvus par décret du gouvernement en conseil. Le Comité de hauts fonctionnaires a reçu des recommandations sur le genre d'affections qui paraissent le plus indiquées dans le cas de ces candidats fort prometteurs.

En 1979, quelques éléments nouveaux ont été apportés au processus de dotation en cadres de direction. L'un des plus importants est peut-être l'élaboration de lignes directrices sur la sélection des cadres de direction : on a fait ce travail après avoir revu les exigences professionnelles, les examens antérieurs de l'efficacité gestionnelle et une analyse des exigences propres à certaines affectations précises au niveau de la haute direction. Les lignes directrices visent avant tout les qualifications particulières qu'une personne doit posséder pour occuper un poste donné, puis les qualifications requises de tous les gestionnaires. On a testé dans deux grands ministères les diverses étapes du processus décisionnel ainsi que l'ensemble des renseignements qui déterminent quels candidats seront convoqués à une entrevue.

Cette façon de faire devrait, espérait-on, s'avérer profitable à plusieurs titres. Premièrement, les agents de dotation des cadres de direction pourront, avant et pendant les entrevues, évaluer les forces et les faiblesses des candidats d'après un cadre structuré. Deuxièmement, les commissaires pourront étudier les recommandations en vue des nominations, les formations en vue des nominations, les commissions pourront reporter certaines de celles-ci ou encore, procéder à des nominations conditionnelles, dépendant de l'acquisition par le candidat nommé de certaines connaissances ou d'une expérience dans des domaines précis. Enfin, on a grandement amélioré les activités de consultation de la direction générale en mettant au point un jeu de critères plus complet pour orienter les conseils et les rapports de réaction destinés aux cadres de direction.

La notion « d'engagement volontaire » a été introduite pour les affectations de cadres de direction. Ainsi, au cours de l'entrevue de sélection, les candidats doivent s'engager à travailler au ministère en question pour une période précise. Il s'agit ici d'une mesure de plus pour améliorer la gestion des programmes gouvernementaux, la planification et l'utilisation des ressources humaines au niveau supérieur, en sachant mieux qu'il est disponible pour une affectation comportant un changement de ministère.

et l'avancement suffisants pour assurer l'avancement de la présence francophone dans les cadres. La Commission a un indice favorable dans le fait que les préférences de Francophones comme nominales bilingues, acquises pour l'entrée d'entre eux par des occasions de dans les deux langues officielles, en des candidats de premier choix aux as de cadres bilingues, alors que la concurrence se fait de plus en plus serrée.

l'ensemble de la Fonction publique.

quées depuis près de dix ans, les langues générales en matière de langues officielles et d'égalité des chances sont à l'égard des progrès appréciables que l'on

de décrire. Nul doute qu'elles vont continuer à fournir l'armature non seulement du bilinguisme mais aussi de la Fonction des Francophones à la Fonction publique. Cependant, pour corriger les faibles les plus importantes de la participation francophone, d'autres mesures

intervention devront être engagées ou en voie de l'être par les organismes aux. Ainsi, dans le cadre des plans

officielles, plans dont la mise en œuvre date de 1978, le Secrétariat du

Conseil du Trésor et la Commission examinent avec les ministères qui ont une faible participation francophone les sources du

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(89 %). La révision du statut linguistique des postes, conduite en 1977-1978, a eu pour effet de réduire le nombre de postes *français essentiel* et *anglais ou français essentiel*, au profit des postes bilingues et *anglais essentiel*. Cette évolution est une indication claire, pour les Francophones unilingues surtout, que les possibilités de carrière se multiplient de façon considérable pour ceux qui acceptent et entrepren-

nent de devenir bilingues.

L'avenir : forces en présence

Par contre, l'avancement des fonctionnaires francophones en place semble se maintenir, malgré la réduction générale des occasions de progresser vers les échelons supérieurs de l'Administration, et l'égalité des chances de carrière n'en paraît pas amoindrie. Néanmoins, comme nous l'avons vu, le rythme de rattrapage est assez lent et peu de signes laissent entrevoir un proche équilibre des Francophones et des Anglophones aux divers niveaux administratifs. En effet, la relève des cadres francophones paraît mal assurée.

La consolidation des progrès réalisés grâce à plusieurs années d'efforts reste incertaine, soumise comme elle est aux coups des restrictions appliquées depuis déjà plus de deux ans. Mais devons-nous en conclure qu'il y a un danger de recul de la participation francophone? Malgré les réductions du recrutement, le faible taux de départ du personnel de soutien administratif et d'exploitation indique que leur niveau de participation continu d'être maintenu, même si d'autres réductions de l'effectif avaient lieu. Bien que moins soutenues, des tendances identiques conduisent à des conclusions semblables pour les agents, à condition toutefois que le recrutement universitaire continue d'être une source équilibrée de nouveaux employés. Quant aux cadres francophones, les cadres intermédiaires en particulier, leur taux de départ est relativement plus élevé en comparaison avec leur représentation, surtout lorsqu'il s'agit de démissions. Le public se trouve maintenant pratiquement à l'extérieur de la Fonction publique se trouvant maintenant pratiquement réduit à son strict minimum, il vient de se demander si les ressources internes recevront à la fois le perfectionne-

Tableau 9

Nombre et pourcentage d'employés selon le statut linguistique du poste comparativement à la participation francophone, 1979

Statut linguistique du poste		Bilingue		Français essentiel		Anglais essentiel		Anglais ou français essentiel	
Parti- cipa- tion fran- çaise	Parti- cipa- tion fran- çaise	Parti- cipa- tion fran- çaise	Parti- cipa- tion fran- çaise	Parti- cipa- tion fran- çaise	Parti- cipa- tion fran- çaise	Parti- cipa- tion fran- çaise	Parti- cipa- tion fran- çaise	Parti- cipa- tion fran- çaise	Parti- cipa- tion fran- çaise
%	N.	%	N.	%	N.	%	N.	%	N.

Niveau hiérarchique		Cadres de haute direction		Cadres supérieurs		Cadres intermédiaires		Agents		Personnel de soutien		Total*
%	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
1	3,6	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
2	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
3	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
4	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
5	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
6	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
7	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
8	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
9	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
10	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
11	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
12	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
13	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
14	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
15	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
16	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
17	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
18	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
19	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
20	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
21	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
22	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
23	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
24	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
25	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
26	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
27	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
28	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
29	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
30	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
31	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
32	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
33	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
34	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
35	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
36	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
37	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
38	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
39	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
40	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
41	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
42	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
43	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
44	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
45	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
46	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
47	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
48	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
49	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
50	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
51	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
52	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
53	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
54	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
55	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
56	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
57	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
58	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
59	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
60	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
61	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
62	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
63	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
64	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
65	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
66	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
67	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
68	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
69	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
70	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
71	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
72	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
73	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
74	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
75	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
76	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
77	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
78	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
79	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
80	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
81	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
82	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
83	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
84	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
85	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
86	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
87	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
88	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
89	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
90	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
91	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
92	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
93	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
94	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
95	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
96	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
97	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
98	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
99	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15
100	3,9	292	1,2	1,8	1,7	1,7	1,7	1,9	2,6	2,3	11	15

*Comprend 33 employés dont le poste n'a pas été transposé dans l'un des niveaux hiérarchiques. Toutefois, ce total exclut 16 602 employés dont on ne connaît ni la première langue officielle ni le statut linguistique du poste.

trictions d'ordre administratif en ce qui a trait au service au public.

Ces possibilités peuvent être établies sommairement en fonction du statut linguistique des postes occupés (voir le tableau 9) bien que ceux-ci évoluent nécessairement avec le temps. Ainsi, un Francophone unilingue désirant faire carrière en français devra se limiter aux postes dits *français essentiel* (1,3 % de tous les postes occupés) et *français ou anglais essentiel* (6,1 %). Parallèlement, un Anglophone unilingue, désirant faire carrière en anglais, devra s'en tenir aux postes de ce dernier type et aux postes dits *anglais essentiel* (6,1 %). Dans les postes bilingues, qui actuellement comptent pour 21,1 % des postes occupés, il faut avoir des compétences linguistiques dans les deux langues, ou, dans la plupart des cas, être disposé à les acquérir dans les délais prévus par le règlement.

Qu'en est-il des employés qui, tout en étant bilingues, ne désirent pas travailler uniquement dans leur langue seconde? Pour un Francophone placé dans cette situation, les postes accessibles au cours de sa carrière représentent environ 37 % des postes occupés au niveau du personnel de soutien, 36 % au niveau des agents, 43 % à celui des cadres intermédiaires et 70 % au niveau des cadres supérieurs. Les postes accessibles à un Anglophone se trouvant dans la même situation représentent 85 % des postes occupés au niveau du personnel de soutien et 91 % à ceux des agents et plus de 98 % aux niveaux des cadres intermédiaires et supérieurs. Notons qu'à la Haute direction, le bilinguisme est quasiment la règle, la grande majorité des postes étant de type bilingue

Source : Ministère des Approvisionnement et Services



Graphique 12
Profil des âges des Francophones et des Anglophones, 1979

Tableau 8

Pourcentage de Francophones normés au sein de la Fonction publique comparativement à leur participation, 1976 et 1979

		1976		1979	
Niveau hiérarchique	%	Promotions		Promotions	
		Total	Francophones	Total	Francophones
177	19,5	267	20,4	218	18,8
1 839	19,0	1 222	19,1	1 294	20,5
6 053	22,1	3 765	25,2	4 313	19,8
21 382	22,6	11 544	29,3	13 562	24,7
25,3	33 436	28,1	28,8	13 315	27,8
41 019	23,8	50 248	27,9	26,3	27 077
25,2	25,2	18,9	4 313	19,8	13 562
25,7	25,6	25,6	25,6	25,6	25,6
26,5	26,5	26,5	26,5	26,5	26,5

Prend 7 retractions en 1976 et 3 en 1979
Prend 16 promotions et 14 mutations en 1979, d'emplois dont le poste n'a
été transposé dans l'un des niveaux hiérarchiques

eux est d'âge plus avancé et prend le chemin de la retraite. Pour les fonctionnaires Francophones, le profil des ages n'indique pas de différences significatives entre les niveaux hiérarchiques, montre ainsi que les Francophones du personnel de soutien qui quittent la Fonction publique pour raison de bien inférieure à leur taux de participation. Or, presque la moitié du personnel de soutien est constituée de la catégorie Soutien administratif, dont la moyenne d'âge est la plus basse de toutes les catégories et dont la proportion de Francophones est la plus forte de toutes. C'est donc ce faible taux de démission du personnel de soutien qui explique la proportion élevée de Francophones dans l'ensemble de la Fonction publique. A un moindre degré, les agents, eux aussi relativement jeunes, ont un taux de démission nettement inférieur à leur présence relative dans l'effectif.

Quant aux cadres, ils ont tous un taux de démission supérieur à celui de leur département. Il fait peu de doute qu'un certain nombre de jeunes fonctionnaires francophones, une fois leurs armes faites au niveau des cadres et acquise l'expérience administrative à la Fonction publique, cherchent d'autres débouchés chez les employeurs concurrents à la recherche de cadres francophones expérimentés et offrant des conditions d'emploi qui, au chapitre de la langue de travail, des possibilités de carrière et de l'environnement de travail se comparent favorablement à la Fonction publique.

Parmi les autres motifs de départ, la retraite, comme on le voit encore d'après le profil des ages, ne devrait toucher qu'une faible proportion de Francophones pendant encore de nombreuses années. Enfin, toutes les autres raisons de départ, bien que diverses, résultent, pour la plupart, de décisions administratives aboutissant au renvoi d'un employé. Il est normal que la proportion francophone des employés très sensiblement de leur présence relative dans l'effectif.

Avancement des carrières

Si l'on considère l'ensemble de la Fonction publique, le taux de promotion des Fran-

cophones a été au cours de la dernière décennie très élevé. Il est vrai qu'un certain nombre de cadres francophones ont été promus dans des postes de responsabilité, mais ce n'est pas le cas de tous. En fait, la proportion de cadres francophones dans l'ensemble de la Fonction publique est restée stable au cours de la dernière décennie. Cela s'explique par le fait que le nombre de promotions de cadres francophones a été égal au nombre de promotions de non francophones. Ce qui signifie que le taux de promotion des cadres francophones est resté égal au taux de promotion des non francophones. Ce qui est en fait le cas de toutes les autres catégories de la Fonction publique.

Le lien, s'il en est un, entre promotions et formation ou perfectionnement est fort difficile à établir, ne serait-ce qu'en raison du manque d'informations précises sur la distribution de ces activités par groupe linguistique. Durant les dernières années, un peu moins de 20 % des cours de formation et de perfectionnement donnés par les ministères et la Commission de la Fonction publique l'ont été en français. Mais bien

que largement majoritaires dans les cours donnés en français, les Francophones ont aussi participé, pour un certain nombre d'entre eux, aux cours donnés en anglais. La révision des systèmes d'information dans ce domaine devrait permettre dans un avenir assez rapproché de mieux saisir cet aspect essentiel de l'égalité des chances de carrières.

On connaît beaucoup mieux les résultats de deux programmes de la Commission qui, bien que d'envergure limitée, ont aidé les agents et cadres francophones et anglophones, dans l'orientation de leurs carrières. D'une part, le Programme d'orientation des carrières (Poc) qui, depuis sa mise en œuvre en 1972, a permis à 688 participants, appartenant tous aux groupes des Services d'enseignement et de l'Enseignement des langues, d'être affectés à des postes de nature essentiellement administrative (Gestion du personnel, Services administratifs et Administration des programmes). De tous les participants, 88 % étaient francophones. D'autre part, le programme Cours et affectations de perfectionnement (Cap) a, quant à lui, vu sa proportion de participants francophones passer d'environ 20 % au début des années 70 à 45 % en 1979 (pour un total de plus de 800 participants depuis 1968). En 1976, un programme de cours donnés exclusivement en français a été ajouté aux cours bilingues et anglais déjà existants.

Politique des langues officielles

La politique des langues officielles n'est pas le moindre facteur qui ait influé sur la situation des Francophones à la Fonction publique. Il est certain qu'un des jalons les plus importants de cette politique a consisté à reconnaître la compétence linguistique que parmi les exigences fondamentales des postes au même titre que les études ou l'expérience professionnelle par exemple, et ce, même si le Décret d'exclusion sur les langues officielles dans la Fonction publique est venu tempérer les modalités d'application pour permettre une mise en œuvre progressive. Certes, les conditions de nomination ont évolué au fur et à mesure des changements apportés à cette politique. Mais, par delà ces modifications, les exigences linguistiques ont eu un effet direct non seulement sur le milieu de travail en rendant l'environnement plus propice à l'utilisation des deux langues officielles, mais encore sur l'égalité des chances pour les membres des deux communautés linguistiques. Parmi celles-ci figurent les possibilités de faire carrière à la Fonction publique dans la langue officielle de son choix malgré certaines res-

Le nombre de Francophones qui ont
la Fonction publique pendant cette
période.

Le nombre de Francophones qui ont
la Fonction publique pendant cette
période.

6.

ntement universitaire et pourcentage de francophones nommés à la fonction publique
Comparativement à leur participation

Moyenne annuelle

Diplômés ^a		Candidatures ^b		Nominations ^c	
de 1976 à 1978		de 1977 à 1979		de 1976 à 1979	
Total	N.	Total	N.	Total	N.
Franco-phones	%	Franco-phones	%	Franco-phones	%
585	1,6	226	18,6	16	25,0
5 536	13,1	2 402	20,1	54	20,4
6 637	16,3	1 378	30,0	28	21,4
1 775	19,6	1 585	22,0	33	27,3
10 132	25,9	8 961	19,5	353	27,2
3 214	13,4	1 496	21,3	11	36,4

Le pourcentage de Francophones est établi à partir d'un échantillonnage de l'université et ne tient pas compte des diplômés d'universités bilingues (moins de 5 % des derniers sont toutefois inclus dans le total). Les données proviennent de Statistique Canada; celles de 1976 ne sont pas disponibles.

7 neapig

pourcentage de cessations d'emploi des Francophones comparativement à leur participation, 1979

[illegible]

employés dont le poste n'avait pas été transposé
s'1'un des niveaux hiérarchiques.

la réduction d'effectif la plus importante de la Fonction publique, soit 5 %. Mais dans cette région, les nominations extérieures ont fléchi de 64 %, bien que la proportion de Francophones dans ces nominations soit passée de 29 à 31 % pendant cette période. Au Québec (sauf sa partie de la R.C.N.), l'effectif n'a baissé que de 2,4 % mais les nominations extérieures ont diminué de 53 %; la proportion de Francophones y est passée cependant de 93 à 97 %. Enfin, pour toutes les autres régions, le nombre d'emplois a diminué de 3,6 %, alors que les nominations extérieures ont baissé de 43 %; la proportion francophone de ces nominations a légèrement augmenté de 1,4 %. Alors que dans chacun de ces trois ensembles régionaux la proportion francophone du recrutement a augmenté, c'est, en fin de compte, la diminution du poids relatif de la R.C.N. et du Québec dans le total du recrutement extérieur qui est à l'origine de la forte baisse de la part francophone du recrutement extérieur total à la Fonction publique.

Tableau 4

Pourcentage de Francophones selon le secteur d'activité des ministères, 1976 et 1979

Secteur d'activité des ministères	1976		1979	
	Employés	Francophones	Employés	Francophones
Administration publique générale	56 070	33,8	52 728	33,8
Protection des personnes et des biens	42 463	19,4	42 030	20,2
Transports et communications	22 233	20,7	21 968	21,0
Services postaux	60 611	31,3	58 770	29,3
Santé, bien-être social, loisirs et culture	38 952	22,8	35 703	25,2
Agriculture, commerce et ressources naturelles	29 524	15,6	28 191	16,2
Main-d'œuvre et immigration	23 341	31,7	23 491	32,1
Affaires extérieures et aide à l'étranger	4 117	33,5	3 984	35,0

Tandis que la proportion de Francophones parmi les nouveaux agents et cadres recrutés de l'extérieur se maintenait ou baissait à tous les niveaux sauf à la Haute direction, la Commission a participé activement au maintien de l'égalité d'accès aux postes à la Fonction publique (environ 27 % des quelque mille recrutés annuellement). Quelques groupes choisis en raison de l'importance du recrutement universitaires au cours des quatre dernières années sont présentés au tableau 5. On y voit que la part des Francophones parmi les recrutés universitaires est plus élevée que la proportion francophone de tous les finissants d'université. On constate aussi que l'effet d'entraînement du recrutement universitaire sur le taux de participation de l'ensemble du groupe est encore modeste.

Depuis pratiquement le début de la décennie, il a été possible de soutenir cet effort de renouvellement des agents et cadres subalternes par le recrutement universitaire. Mais déjà en 1979, les réductions de postes ont eu pour effet de restreindre le nombre de postes accessibles (656 nouveaux diplômés ont été recrutés, parmi lesquels 21,2 % étaient francophones). Plusieurs ministères qui, comme ils l'ont exprimé dans leur plan ministériel sur les langues officielles, avaient prévu d'établir de meilleurs contacts avec les universités francophones en vue d'augmenter l'accès des diplômés francophones à leur ministère, se sont vus obligés de limiter leurs efforts.

Comment expliquer que, malgré la diminution du recrutement extérieur de Francophones à presque tous les paliers, leur taux de participation soit demeuré pratiquement stable depuis les trois dernières années? Il faut en chercher la raison dans

En outre, la diminution du recrutement à la Fonction publique a touché plus durement plusieurs groupes d'emploi qui ont une bonne ou forte présence francophone. A titre d'exemple, les trois groupes ayant le nombre absolu, le plus d'emploies dans la catégorie Scientifiques et spécialistes, à savoir Vérification (A.U.), Economie, socio-logie et statistique (E.S.) et Enseignement (E.D.), à l'exclusion du sous-groupe de l'enseignement élémentaire et secondaire, comprennent globalement un peu plus de la moitié des Francophones de la catégorie (1 965 soit 51 %). Cependant, en 1979, 8 % seulement des activités totales de recrutement extérieur de cette catégorie visaient ces groupes. Il est compréhensible que pour les autres groupes de cette catégorie, dont la plupart sont à forte majorité anglophone, le recrutement ait été aussi

Tableau 5

Pourcentage de Francophones nommés à la Fonction publique comparativement à leur participation, 1976 et 1979

Niveau hiérarchique	1976		1979	
	Total	Francophones	Total	Francophones
N.	30	30,0	17	%
Cadres de haute direction	151	10,7	168	11,8
Cadres supérieurs	1 013	14,7	18,9	14,0
Cadres intermédiaires	6 703	21,9	25,2	18,3
Personnel de soutien	21 804	19,1	28,8	17,7
Total	29 730	19,4	26,3	15 293
Comprend 29 employés en 1976 et 34 en 1979 dont le poste n'a pas été transposé dans l'un des niveaux hiérarchiques.				

lesquelles on s'est efforcé de dégaier l'es-sentiel des lignes de force qui ont con-couru au rattrapage réalisé.

Recrutement

Puisque au cours de la première moitié de la décennie, les gains de la participation francophone se sont faits essentiellement naturel de constater que c'est parmi ces employés que la proportion de Franco-phones du recrutement extérieur a été la plus élevée, soit 23 % en moyenne. Entre autres activités, la mise en oeuvre des

programmes des langues officielles a entraîné la nécessité de recruter du personnel francophone spécialisé et a grandement contribué au rattrapage réalisé chez les cadres et agents. Quant au recrutement extérieur du personnel de soutien, il a été nettement plus faible pendant cette période, ne dépassant guère 20 % en moyenne et correspondant ainsi au moins des besoins de rattrapage à un niveau où les Francophones étaient déjà bien représentés.

Mais dès 1976, année où les restrictions imposées à la croissance de la Fonction publique ont commencé à faire sentir leurs effets, non seulement le volume de recrutement extérieur a commencé à fléchir, mais il en a été de même de la proportion de Francophones dans ce recrutement. Dès lors, la proportion de Francophones parmi les nouveaux employés est demeurée inférieure à leur taux de participation à tous les niveaux hiérarchiques, atteignant au total son plus bas niveau de la décennie en 1979. La seule exception a été la Haute direction (voir le tableau 5).

Mais arrêtons-nous un instant à un problème particulier des données statistiques du recrutement extérieur, problème qui a déjà été souligné au premier chapitre de ce rapport annuel. Les personnes nommées pour moins de six mois ne sont pas comprises. Si elles font par la suite l'objet de nouvelles nominations, portant à plus de six mois la période totale d'emploi ou constituant une nomination pour une période indéterminée, elles sont alors comptées parmi les nominations au sein de la Fonction publique et devraient être considérées comme des nominations à la Fonction publique. En 1979, sur les quelque 10 000 nominations de ce type, environ 90 % touchent le personnel de soutien. En outre, la proportion de Francophones atteint 22,1 %, ce qui est supérieur à la proportion de Francophones dans les données rapportées au tableau 5. Au total, la combinaison des deux ensembles de données produit une proportion moyenne de 19,5 % de Francophones dans le recrutement (contre 20,4 % en 1976, première année de l'apparition de ce problème statistique). Toutefois, cet ajustement des données ne modifie en rien les observations faites sur la base du tableau 5

seulement.

Les différences régionales dans le recrutement extérieur justifient quelques précisions statistiques sur la base des réductions survenues de 1976 à 1979. La baisse du recrutement a en effet affecté surtout les régions à forte concentration francophone. Ainsi, la plus touchée de ces régions est la Région de la capitale nationale (R.C.N.) qui, de 1976 à 1979, a subi

ministère est étroitement liée au type de postes que celui-ci compte, à leur lieu géographique et à leur statut linguistique.

Facteurs de progrès

Parmi le grand nombre de facteurs qui ont influé sur la participation francophone, certains retiennent plus naturellement l'attention que d'autres. Le lecteur ne trouvera pas dans ce qui suit une analyse exhaustive des éléments qui ont contribué, d'une façon ou d'une autre, aux progrès de la participation des Francophones. Mais plutôt une série de réflexions dans

Tableau 1
Participation des Francophones par niveau hiérarchique, 1976 et 1979

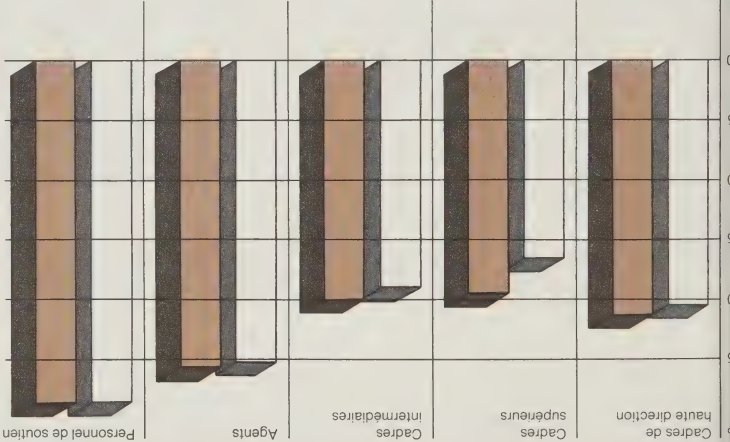
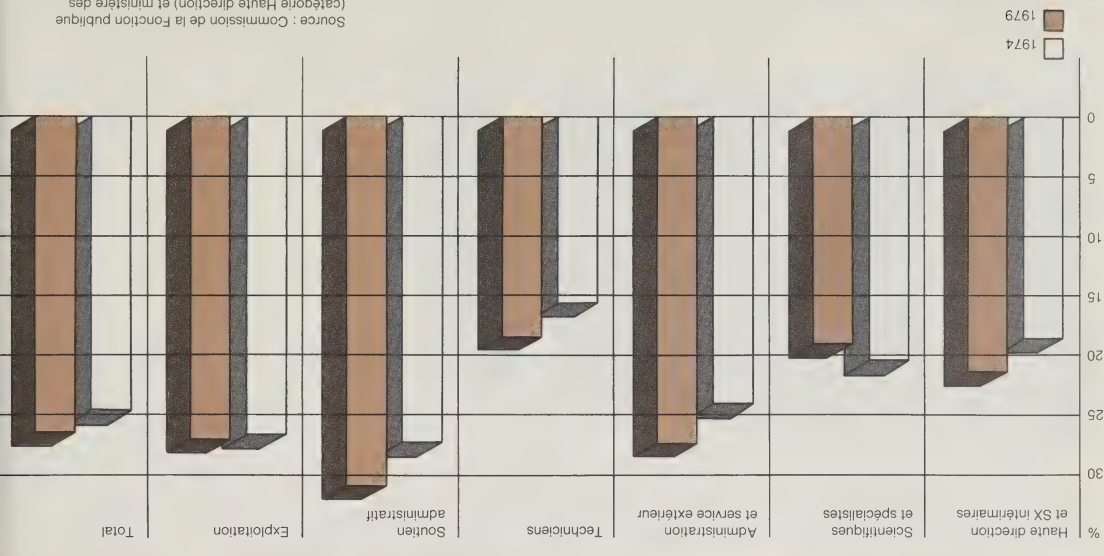


Tableau 3
Pourcentage de Francophones selon la région linguistique, 1976 et 1979

	1976	1979
Employés Francophones	N.	N.
Employés	144 597	138 752
linguistique à majorité anglaise (sauf R.C.N.)	46 196	45 091
Région de la capitale nationale	73 439	69 754
l'Est de l'Ontario, le Nord-Ouvreau-Brunswick, le Nord	11 154	11 449
l'Est de l'Ontario	1 925	1 819
l'Est de l'Ontario	25.4	25.4

Graphique 10
Participation des Francophones
par catégorie professionnelle,
1974 et 1979



Sources : Commission de la Fonction publique
(catégorie Haute direction) et ministère des
Approvisionnement et Services (autres catégories)

moyenne générale de la Fonction publique (voir le graphique 10). Au sein des quatre catégories professionnelles de cadres et agents, les Francophones sont bien représentés dans la catégorie Administration et service extérieur (27,2 %), tandis que leur présence est nettement moins forte dans les catégories Haute direction (21,2 %) et Scientifiques et spécialistes (19 %) et que si l'on fait abstraction du groupe des Techniciens (18,4 %). Notons d'ailleurs que la réduction d'effectif dans ce groupe d'employés qui a entraîné la baisse de la participation des Francophones dans cette catégorie, la seule en outre à avoir connue une telle diminution, qui s'est manifestée principalement en 1979.

Malgré ces hausses substantielles chez les cadres et agents, les Francophones restent plus concentrés dans les catégories Soutien administratif et Exploitation (67 % de tous les fonctionnaires francophones en 1979) que leurs collègues anglophones (60 % respectivement). De même, parmi les cadres et agents, les Francophones sont relativement plus nombreux aux niveaux subalternes comme on peut le constater au graphique 11. Ce graphique présente une image schématisée de la

Présence régionale

La distribution régionale des fonctionnaires francophones n'a pratiquement pas changé depuis dix ans, si ce n'est que le mouvement de concentration au Québec et, dans une moindre mesure, dans la Région de la capitale nationale (R.C.N.), s'est poursuivi lentement (voir le tableau 3). Ainsi, les fonctionnaires francophones sont concentrés d'abord au Québec (60 %), où les Francophones sont représentés plus que proportionnellement, puis dans la R.C.N. (33 %), où la participation est quasi proportionnelle, et enfin dans l'ensemble du Nouveau-Brunswick et du Nord et de l'Est de l'Ontario (3 %) où la participation francophone a connu un certain relèvement, bien qu'elle reste encore en deçà de la présence francophone dans

Ministères

Il n'y a pas non plus de changement significatif dans la répartition des fonctionnaires, ils demeurent davantage concentrés dans les ministères à vocation administrative ou de service au public. Ces disparités sont résumées au tableau 4 où les ministères ont été regroupés selon les principaux secteurs de l'activité fédérale. Ainsi, parmi les employés du secteur Affaires extérieures et aide à l'étranger, il y a 35 % de Francophones alors que parmi ceux du secteur Agriculture, commerce et ressources naturelles, on n'en compte que 16,2 %. Le secteur d'activité n'est pas naturellement la seule variable qui entre en jeu dans la composition des ressources humaines d'un ministère : les résultats actuellement la Commission montrent que la participation francophone dans un

2. Sur le modèle de la division des finances publiques (Statistique Canada)

Une décennie de rattrapage

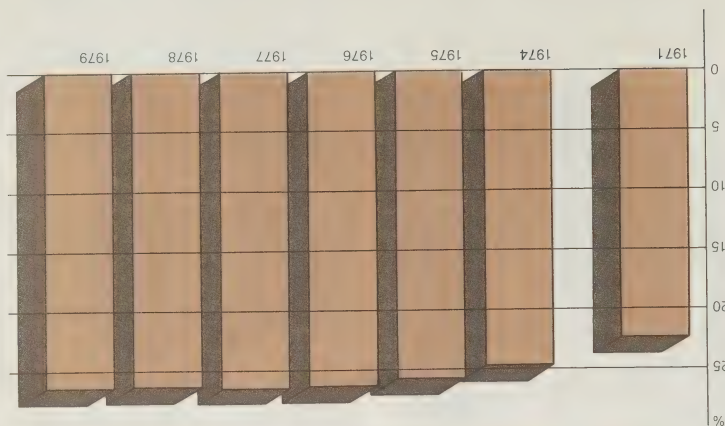
Ce n'est pas avant le début des années 70 que les déclarations de principes du Gouvernement et les mesures administratives auxquelles elles donnent lieu ont fait sentir leurs effets sur la réalité quotidienne de l'administration fédérale. Vers cette époque, les documents administratifs internes ont commencé à refléter, chiffres à l'appui, la situation des Francophones à la Fonction publique. L'objet de ce chapitre n'est pas de relater tout l'historique de la présence francophone dans l'administration fédérale ni d'établir le bilan des résultats qu'ont produit les dispositions adoptées pour assurer la pleine participation des Francophones aux affaires de l'Etat, mais plutôt de faire le point de la situation d'ensemble après une décennie et auxquels la Commission a participé ou souscrit de façon toute particulière. L'évolution constatée depuis le début des années 70 sera évoquée à plusieurs reprises, mais l'attention sera surtout concentrée sur les quatre dernières années. En effet, ce sont celles-ci qui ont vu d'abord l'avènement des mesures de restriction, puis la réduction de l'effectif de la Fonction publique.

Participation
Estimée à quelque 22,3 % en 1971, la participation des Francophones à la Fonction publique est passée à 26,5 % de nos jours, ce qui correspond assez directement à la présence des Francophones dans l'ensemble de la population canadienne actuelle d'après le recensement de 1976.

Les progrès les plus marquants ont été réalisés par les agents et cadres dont la proportion de Francophones s'est accrue de moitié en dix ans pour atteindre maintenant les 23 %, proportion qui demeure toutefois inférieure aux 26,5 % de la

1. Les chiffres cités au cours de ce chapitre et dans les tableaux sont fondés sur des définitions parfois différentes des deux groupes d'appartenance linguistique. Les principales définitions se rapportent à la première langue officielle de l'employé ou à sa langue de travail préférée. Il faut noter que les totaux des chiffres comprennent les employés dont le groupe linguistique n'est pas précisé. Cependant, ces derniers ne sont pas inclus dans le calcul des proportions établies selon le groupe linguistique.

Graphique 9
Evolution de la participation des Francophones à la Fonction publique, de 1971 à 1979



Note : Le pourcentage de 1971 est estimatif, ceux de 1972 et 1973 ne sont pas disponibles.
Source : Ministère des Approvisionnement et Services

qui aurait déjà consacré beaucoup de ressources pour leur fournir une formation externe ou en cours d'emploi.

- L'étude d'une politique selon laquelle les fonctionnaires dont le conjoint est déplacé en raison de son travail seraient présentés les premiers lorsque se libérerait un poste pour lequel ils sont qualifiés dans leur nouvelle localité.
- De nouveaux projets d'étude visent à préciser les motifs de départ « autres et non précisés ».

relative aux postes provisoires » a donné de bons résultats sur le plan numérique, malgré des conditions peu propices de 1976 à 1978. Néanmoins, il reste toujours à déterminer si le mécanisme de passage d'une catégorie à l'autre cherche vraiment à assurer la sélection des éléments les plus prometteurs. Les données à ce sujet devraient s'estomper avec l'usage réduit des échelles de traitement dans le procédé de sélection. De plus, en 1980, une étude révélera si cet optimisme est justifié.

Progrès dans des domaines plus traditionnels

D'autres progrès ont été réalisés, en 1979, dans des domaines plus traditionnels.

- Des lignes directrices sont publiées sur la participation des femmes aux jurys de sélection.
- De l'information a été diffusée : de septembre 1978 à septembre 1979, l'Office de la promotion de la femme a reçu plus de 1 900 demandes de renseignements et a distribué près de 13 000 cahiers d'information.
- Trois nouvelles brochures sont publiées dans la série Les femmes et leur choix de vie, conçue pour les diplômées du secondaire qui désirent s'orienter dans des domaines d'emploi non traditionnels, soit :

- a) Les carrières en techniques diverses dans la Fonction publique du Canada
 - b) Les carrières en soutien technologique et scientifique dans la Fonction publique du Canada
 - c) Les carrières en dessin et illustrations dans la Fonction publique fédérale.
- Les documents suivants ont aussi été publiés : *Présence des femmes dans la Fonction publique canadienne, en mars 1978* (vol. I et II), *Réplique de la Commission de la Fonction publique aux plans d'action ministériels du programme d'égalité d'accès à l'emploi pour la femme et Répertoire de cours du secteur privé* (1979).

- Un éventail d'ateliers de formation a été organisé sur différents sujets relatifs aux femmes, notamment les nouveaux cours offerts par la Direction générale du perfectionnement intitulés Atelier sur l'affirmation de soi et La femme dans l'organisation, en plus des modules de l'Office de la promotion de la femme données dans le cadre des cours conçus pour les agents de dotation et les gestionnaires.
- La Commission a mis sur pied un projet-pilote pour les femmes du groupe des Sciences biologiques (BI) et de celui des Services financiers (FI) de la Région de la capitale nationale. L'objectif était d'accroître leur participation au sein de ces groupes; les ministères ont été invités à

Grâce à ces initiatives ainsi qu'à d'autres changements qui seront apportés, après étude, à diverses politiques du Secrétariat du Conseil du Trésor, il est fort probable que les femmes fonctionnaires, surtout celles visées, voient bientôt des possibilités plus nombreuses s'offrir à elles. Il se peut aussi que certains hommes, placés dans des situations analogues, décident de profiter des mêmes avantages. Certainement, les mêmes avantages. Certainement, les mêmes avantages. Certainement, les mêmes avantages.

Politiques relatives aux postes provisoires

En collaboration avec la Commission, le Secrétariat du Conseil du Trésor a organisé une étude visant à déterminer si de nouvelles politiques s'imposent pour permettre aux éléments féminins très prometteurs de passer de la catégorie Soutien administratif (surtout les commis et les secrétaires) à des postes d'agents. Si beaucoup de femmes ont choisi de faire carrière comme commis ou secrétaires, d'autres, par contre, ont accepté ces emplois dans l'espoir d'accéder à des postes plus stimulants.

Quoique les mesures d'austerité et les restrictions des dernières années aient ralenti les chances d'avancement et limité les possibilités d'emploi au sein de la Fonction publique, l'étude révèle que, de 1976 à 1978, plus de 8 000 employés sont passés de la catégorie Soutien administratif à des catégories d'agents. De telles promotions ont été obtenues par des femmes dans des proportions importantes et croissantes (soit 52 % en 1976 par rapport à 60 % en 1978).

L'étude du Secrétariat du Conseil du Trésor a conclu que l'actuelle « politique

- Les progrès accomplis en vertu du *Décret d'exclusion sur les langues officielles* dans la Fonction publique émis au début de l'année pour permettre de limiter l'accès à certains postes aux femmes d'agents correctionnels dans un nombre choisi de pénitenciers pour hommes : il s'agit ici d'étudier la faisabilité de ce type d'affectation. À l'heure actuelle, huit femmes travaillent au Centre psychiatrique de Saskatoon, dix dans la région du Pacifique et neuf dans la région du Québec. Il y a eu peu d'abandons pendant la période de formation. Cette expérience qui se poursuit au Service canadien des pénitenciers est suivie de près conjointement par la Commission canadienne des droits par la personne.

Des progrès considérables ont été réalisés en 1979 et tout porte à croire que 1980 en promet beaucoup d'autres. Il semblerait que les parties concernées aient moins de sujets de conflits et soient beaucoup plus disposées à définir les problèmes et à les résoudre. En raison du maintien fort probable des mesures d'austerité, la Commission doit être très consciente qu'elle ne pourra plus compter autant sur le recrutement externe, mais devra plutôt concentrer ses efforts sur l'amélioration de la situation des femmes déjà au service de la Fonction publique.

Un éventail d'ateliers de formation a été organisé sur différents sujets relatifs aux femmes, notamment les nouveaux cours offerts par la Direction générale du perfectionnement intitulés Atelier sur l'affirmation de soi et La femme dans l'organisation, en plus des modules de l'Office de la promotion de la femme données dans le cadre des cours conçus pour les agents de dotation et les gestionnaires.

- La Commission a mis sur pied un projet-pilote pour les femmes du groupe des Sciences biologiques (BI) et de celui des Services financiers (FI) de la Région de la capitale nationale. L'objectif était d'accroître leur participation au sein de ces groupes; les ministères ont été invités à

L'étude des motifs de démissions montre aussi des différences marquées entre les hommes et les femmes, même s'il demeure difficile d'interpréter les données, un grand nombre de démissionnaires n'ayant pas motivé leur départ.

Tableau 2

Taux de démission par 1 000 employés		Taux par 1 000 employés	
Autre emploi	Retour aux études	Hommes	Femmes
23	3	24	6
26	26	30	11
Responsabilités	Familiales/maternité	*	11
Déplacement du conjoint	*	12	6
Santé	2	29	64
Non précisé et autres	26		
* Négligeable			

Malgré le caractère sommaire de ces données, il ressort que les démissions des femmes sont dues, pour une large part, à des raisons familiales, soit qu'elles aient des difficultés à s'occuper de leur foyer tout en ayant un emploi à plein temps, soit qu'elles doivent quitter la suite du déplacement de leur conjoint. Cette étude a eu plusieurs répercussions immédiates.

- Le Secrétariat du Conseil du Trésor a redoublé d'effort en vue d'élaborer une nouvelle politique, d'ailleurs presque achevée, sur l'emploi à temps partiel. Il faut remarquer toutefois que, même en l'absence de cette politique, le nombre des emplois à temps partiel pour les femmes a connu une très forte hausse au cours des dernières années, soit une augmentation de 19 % de 1976 (5 577 emplois) à 1979 (6 644 emplois), en dépit d'une réduction nette de 2,9 % de l'effectif total de la Fonction publique pour la même période.
- L'étude d'une politique selon laquelle les employés, surtout les femmes, pourraient se retirer de la Fonction publique pour une période pouvant aller jusqu'à cinq ans afin d'élever leurs enfants d'âge préscolaire tout en conservant le droit de participer à des concours internes. Ainsi, ces employés auraient de bien meilleures chances de réintégrer la Fonction publique

1. Cette réduction nette de l'effectif tient compte des corrections apportées aux données pour le sous-groupe B des Opérations postales.

croissant d'employés qui, par nécessité, acceptent des postes de niveaux inférieurs à ceux auxquels leurs titres et qualités les destinent, par exemple, beaucoup de diplômés d'université ou de personnes ayant une vaste expérience du bénévolat occupent des postes de commis. Cette situation a poussé la Commission à promouvoir une ligne de conduite interdisant l'utilisation des échelles de traitement pour restreindre le nombre des candidatures, sauf dans des circonstances bien précises. Or, selon les premières indications, cette pratique restrictive est en rapide déclin.

Taux des cessations d'emploi

Une étude publiée dans le dernier rapport annuel révélait que les femmes quittent les rangs de la Fonction publique à un rythme très élevé. Cette étude, dont les données portaient sur la période allant de 1976 au milieu de 1979, confirmait que les cessations d'emploi étaient surtout attribuables aux démissions et beaucoup moins aux mises à la retraite, aux mises en disponibilité, aux décès ou aux renvois. Le tableau suivant illustre bien le patron des démissions aux divers niveaux de l'organisation.

Tableau 1

Taux de démission des femmes comparativement à leur taux de participation, 1979		Taux de participation, 1979	
Participation	Démision	Taux	
3,7	0,0	3,7	0,0
6,7	14,7	6,7	14,7
11,1	20,7	11,1	20,7
28,4	42,1	28,4	42,1
44,0	61,9	44,0	61,9
54,8		54,8	
34,6		34,6	

Note : Le plupart des employés des catégories Supérieures, Intermédiaires et Supérieures, de cadres directionnels comprennent les SX et les SX intermédiaires. Les cadres de cadres intermédiaires et supérieurs, les agents sont répartis parmi les niveaux d'agents, de cadres intermédiaires et supérieurs. Tandis que les cadres et agents sont répartis parmi les niveaux d'agents, de cadres intermédiaires et supérieurs. Les cadres de cadres directionnels comprennent les SX et les SX intermédiaires. Les cadres supérieurs incluent tous les SX et les SX intermédiaires et les employés des groupes et niveaux dont la dotation est assurée par la Direction des cadres supérieurs de la C.F.P.

Cette répartition est essentiellement la même pour les trois années précédentes. Même en sachant que les démissions féminines sont plus nombreuses que celles des hommes, il est étonnant de constater que cet écart s'accroît davantage aux niveaux supérieurs où le taux des démissions terminées est deux fois et demie supérieur au taux de participation des femmes dans la Fonction publique.

l'expérience » dans les énoncés de qualification, permettant ainsi aux agents de donner des responsabilités de tenir compte du type d'expérience requis par le poste à pourvoir. Les agents de dotation à encourager les candidats à consacrer et à préciser toute l'expérience pertinente acquise à titre de demande d'emploi permettent aux candidats de décrire l'expérience connexe requise dans d'autres secteurs d'activités, compris le travail bénévole.

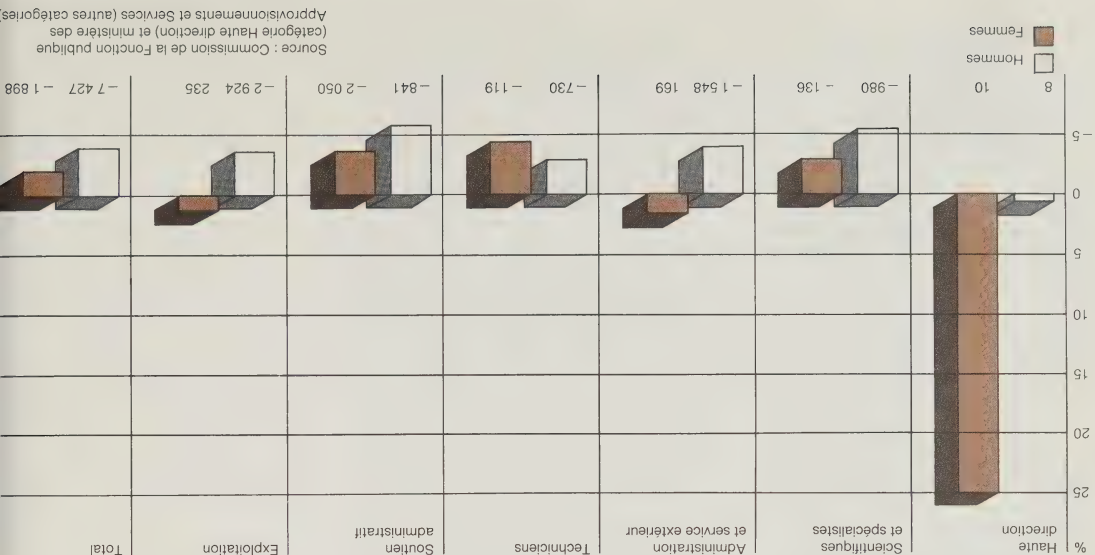
Échelles de traitement dans le processus de sélection

Pour éviter que les gestionnaires ne limitent injustement la sélection des candidats au poste, la Commission de la Fonction publique, depuis qu'elle a revu le Régime de délégation des pouvoirs de dotation, en 1974, a fixé des zones de concours animales; elles sont généralement plus larges pour les postes supérieurs, le gestionnaire devant tenir compte des candidatures d'autres ministères. En même temps, afin de limiter le nombre de candidats et de ne retenir que la candidature des personnes les plus aptes à réussir au concours, la Commission autorisait les gestionnaires à déterminer les groupes professionnels et les niveaux auxquels ils. Cette pratique présentait certains inconvénients du fait que les postulants très nombreux de certains groupes et postes étaient exclus. En 1979, la Commission a émis une nouvelle politique visant à encourager les ministères à éliminer les limites artificielles que sont les postes et niveaux et les échelles de traitement.

Les associations d'employés et les groupes féminins se sont opposés à ces mesures restrictives, les considérant, à juste titre, artificielles. L'idéal consisterait à définir les critères des postes — et à qualifier les postulants, capacités, expérience, qualités personnelles — et à laisser la chance au meilleur concurrent de réussir, quel que soit le poste qu'il occupe. Cependant, le processus de dotation doit tenir compte autant des questions d'équité et d'efficacité que du besoin d'efficacité. Un gestionnaire, qui craint de recevoir des demandes de candidatures, si aucune limite salariale n'est imposée, peut simplement ajouter des conditions inutiles ou rigoureuses, créant ainsi une autre limite artificielle.

Les énoncés de qualification ont porté sur des discussions qui deviennent de plus en plus critiques en raison du nombre

Graphique 8
Variation en pourcentage de la participation des hommes et des femmes, 1978 et 1979



autorisant l'expérience qui consiste à recruter des agents correctionnels féminins pour travailler dans des pénitenciers réservés aux hommes.

Cette deuxième étape a certainement beaucoup amélioré la situation des nominaux, pour autant la démarche adoptée porte la population à croire que l'équité et l'égalité d'accès aux emplois publics reviennent à traiter les femmes comme des hommes. C'est pourquoi au cours de la dernière année, une troisième étape s'est précisée. En effet, par le passé, un grand nombre de politiques de gestion du personnel étaient élaborées avant tout en fonction des hommes. Or, les principes d'équité et d'égalité d'accès aux emplois publics doivent se traduire par l'augmentation du nombre de politiques conçues avant tout en fonction des femmes. A cette fin, il faut définir et analyser les problèmes particuliers qu'éprouvent les femmes sur le marché du travail, puis, s'il y a lieu, fixer de nouvelles politiques pour y remédier.

A mesure que se dessine cette orientation, se répand de plus en plus la conviction

que les problèmes inhérents à certains groupes de femmes sont étrangers à d'autres. Dans le cas d'une cellophane, diplomatique, ayant eu les mêmes possibilités d'instruction que les hommes, il n'est ni nécessaire ni justifié pour l'aider à devenir fonctionnaire de recourir à un traitement préférentiel ou à des mesures spéciales. En revanche, celles-ci s'avèrent indispensables et légitimes pour une femme d'âge mûr parce que la société ne lui a pas offert les mêmes possibilités d'instruction qu'aux hommes de son âge. Il y a le cas des travailleuses, de plus en plus nombreuses, qui éprouvent de graves difficultés d'emploi lorsque leur conjoint est affecté dans le cadre d'une permutation à l'étranger — le cas inverse du mari qui suit sa femme déplacée en raison de son travail est encore rare. Aussi, beaucoup de mères d'enfants d'âge préscolaire éprouvent le besoin de rester à la maison, ou du moins de renoncer à travailler à temps plein même si elles veulent plus tard poursuivre leur carrière. Il y a aussi beaucoup de femmes, poussées très jeunes à coup de femmes, vers des professions réservées par tradition aux femmes, comme le secré-

tariat, qui estiment pouvoir acquérir, par des cours du soir, les compétences requises pour des postes de niveau supérieur et ainsi faciliter leur passage de la catégorie Soutien administratif à la catégorie Administration et service extérieur. D'autres encore font partie de groupes professionnels à très forte représentation féminine ou la rémunération ne semble pas compatible avec le principe : à travail de valeur égale, salaire égal. L'examen plus concret de ces problèmes commence à porter fruit, autant pour certains hommes que pour les principales intéressées, les femmes.

Reconnaissance du travail bénévole dans le procédé de sélection

La Direction générale de la dotation de la Commission a publié un bulletin sur l'évaluation de l'expérience acquise à titre de travailleur bénévole. Ce bulletin affirme que le bénéficiaire peut avoir permis à un candidat d'acquérir une expérience bénévole sur le plan des qualités personnelles, des compétences et des aptitudes développées ainsi que des connaissances acquises. Il élucide en outre la rubrique

Le dernier rapport annuel consacrait un chapitre à l'analyse de la participation des femmes dans la Fonction publique. Il indiquait que la Commission avait encore des progrès à réaliser, mais signalait aussi ceci :

... l'on peut affirmer que toute femme présentant sa candidature a un emploi dans la Fonction publique ou désireuse de bénéficier d'un avancement est traitée de la même façon que ses concurrents ou collègues masculins.

Tout en faisant le point sur les questions traitées dans le dernier rapport, le présent chapitre expose le plan d'action qui orientera les activités futures de la Commission.

Etude statistique

- Le taux de participation des femmes dans la Fonction publique est passé de 34,2 % en 1978 à 34,6 % en 1979. Vu d'un autre angle, le nombre d'hommes a diminué de 3,9 % entre 1978 et 1979, tandis que celui des femmes a diminué de 2,0 %, soit une baisse proportionnelle moindre.
- La proportion des femmes agents s'est aussi accrue, passant de 19,3 % en 1978 à 19,8 % en 1979.
- Le nombre de femmes faisant partie de la catégorie Haute direction est passé de 40 en 1978 à 50 en 1979, alors que les effectifs masculins se sont accrus de 8 pendant la même période.
- Sur l'ensemble des personnes recrutées à la Fonction publique, 49,2 % étaient des femmes, ce qui est un pourcentage de beaucoup supérieur au taux actuel de participation des femmes dans la Fonction publique (34,6 %).
- Même si le nombre de promotions dans la Fonction publique a diminué de 20,2 %, 43,5 % ont été accordées à des femmes, ce qui encore une fois dépasse grandement leur taux de participation.
- Comme par le passé, le taux de départ des femmes, qui atteint 47 %, demeure excessivement élevé; ce pourcentage excède de loin leur taux de participation, mais se situe très près de leur taux de recrutement.

Plan d'action de la Commission
Au risque de paraître simpliste, il est possible de discerner différents stades de l'évo-

Pendant le premier stade, ou stade de sensibilisation générale, on assiste à la mise en place de l'Office de la promotion de la femme de la Commission, avec ses agents coordonnateurs ministériels, ses bulletins de nouvelles et ses groupes de pression extérieurs ainsi qu'à la formation du Conseil consultatif de la situation de la femme. Cette étape est consacrée, en majeure partie, à l'organisation du mouvement féminin et à la sensibilisation des deux sexes aux formes implicites et explicites de discrimination dont sont victimes les femmes dans la société en général et dans la Fonction publique en particulier.

Au milieu des années 70, cette sensibilisation générale incite la Commission à intervenir afin d'éliminer les formes de discrimination les plus flagrantes. Des mesures sont prises pour que les femmes soient retenues comme candidates à des postes à tous les niveaux de la Fonction publique, fassent plus souvent partie des jurys de sélection et aient l'occasion de suivre des cours de formation — le programme Cours et affectations de perfectionnement (Cap) ou le Programme de perfectionnement des cadres supérieurs, par exemple. Des décisions de principe sont rendues, notamment celle d'un comité d'appel interdisant à l'employeur de refuser un poste de facteur à une femme en raison de son sexe, mais l'autorisant à refuser le même emploi à un homme comme à une femme si le motif du refus est l'insuffisance de force physique.

Vers la fin des années 70, cette démarche s'organise d'avantage avec l'élaboration des plans d'action annuels dans les ministères et des enquêtes sur le marché du travail. Un grand nombre de groupes professionnels accessibles aux hommes par tradition, comme ceux des agents agricoles, des gardiens de phare et des contrôleurs de la circulation aérienne, accueillent de plus en plus de femmes. Au début de 1979, un décret d'exclusion est passé

la Fonction publique, par voie de mutation. Après 1975, alors que les possibilités de promotions commencent à diminuer, les mutations sont devenues un moyen de

mobilité de plus en plus important. Le recrutement et les mouvements internes sont vus comme des indices de changement au sein d'une organisation. Le recrutement lui assure un afflux de personnes possédant généralement des idées

neuves et des expériences diverses. Par ailleurs, les promotions reflètent la capacité d'une organisation de former ses employés, de les garder à son service ainsi que les faire accéder aux échelons supérieurs. Or, il faut savoir doser sainement le

recrutement et les promotions pour assurer l'équilibre d'une organisation. Cet équilibre est certes difficile à mesurer, mais il est douteux qu'on y soit parvenu dans les périodes de croissance rapide et de fortes

restrictions que nous avons traversées successivement.

Il se pourrait que la question de l'application du mérite dans le cas des mutations

doive être revue. Dans la Fonction publique du début des années 70, les mutations étaient généralement limitées aux

mouvements d'employés pour lesquels l'application formelle du mérite n'était pas

perçue comme une priorité. Toutefois, par suite de la réduction des possibilités de promotions ayant marqué la fin de la

décennie, des pressions ont été exercées pour que la Commission soumette les mutations aux règles du concours. Ces

pressions ne doivent toutefois pas faire oublier que les mutations représentent, par

tradition, un moyen rapide de s'adapter aux nouvelles priorités ou à tout changement interne. La nécessité d'améliorer et

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L'effectif se sont tous deux accrus, en partie, peut-on supposer, parce que les bonnes conditions du marché du travail pénalisent peu les personnes qui changent fréquemment d'emploi. Au milieu

des années 70, le nombre des départs s'est stabilisé, tout comme l'effectif, s'élevait à 32 000 par an ou environ 12 %.

Cependant, depuis deux ans, le nombre des départs a augmenté.

Bien des raisons motivent les départs : certains employés démissionnent, d'autres prennent leur retraite, d'autres encore sont

renvoyés. A tous les ans, au cours de la décennie, environ la moitié des départs étaient dus à des démissions. Certains

employés démissionnent par choix, parce qu'ils ont trouvé un emploi ailleurs, tandis que d'autres sont forcés de le faire pour

des raisons de santé, par exemple. Toutefois, d'autres motifs de départ sont

encore plus clairement choisis ou imposés. Les renvois, pour incompétence ou incapacité, sont des départs imposés, comme

la mise à la retraite obligatoire à 65 ans. Par contre, la mise à la retraite avant l'âge

statutaire est un choix que fait l'employé. Plusieurs tendances se sont manifestées depuis cinq ans que sont recueillies des données plus précises sur les cessations

d'emploi. Pendant cette période, le nombre des mises à la retraite obligatoire a diminué tous les ans, en raison sans

doute de la baisse du nombre de fonctionnaires âgés de 60 à 65 ans. En revanche, les départs pour retraite facultative en partie la hausse, situation attribuable en partie

seulement au fait qu'un plus grand nombre de fonctionnaires ont atteint l'âge où ce choix s'offre à eux. En effet, un nombre

croissant de fonctionnaires desirant profiter de l'occasion qui leur est offerte de prendre leur retraite plus tôt. Les chiffres

en témoignent, puisbse, depuis 1975, le nombre des employés qui ont pris une

retraite anticipée a augmenté tous les ans, pour atteindre 4 000 en 1979. Les départs

involontaires sont également plus nombreux, étant passés, par exemple de 4 900

en 1976 à 5 800 en 1979. Ce phénomène est surtout dû à la hausse des mises en

disponibilité et des renvois en cours de stage.

ont permis de recueillir des chiffres à ce sujet alors qu'en revanche le recrutement et les promotions devenaient rapidement (voir le graphique 7).

En 1975, l'utilisation croissante de la mutation comme technique de dotation, et le souci d'une réglementation adéquate de ce procédé ont incité la Commission à considérer les mutations intraministérielles au même titre que les mutations interministérielles, et à les consigner comme des nominations. Le nombre des mutations dans les années 70 témoigne de plusieurs changements, dont l'un, et non le moindre, est le nombre des réorientations de carrière rendues nécessaires en raison de la profusion des possibilités d'emploi. Il apparaît évident que beaucoup de fonctionnaires n'ont pas hésité à accepter un emploi dans un ministère et une catégorie professionnelle donnée sachant qu'il leur serait facile de se réorienter une fois dans l'emploi de la Fonction publique, et

Graphique 7
Evolution des nominations à et au sein de la Fonction publique, de 1976 à 1979



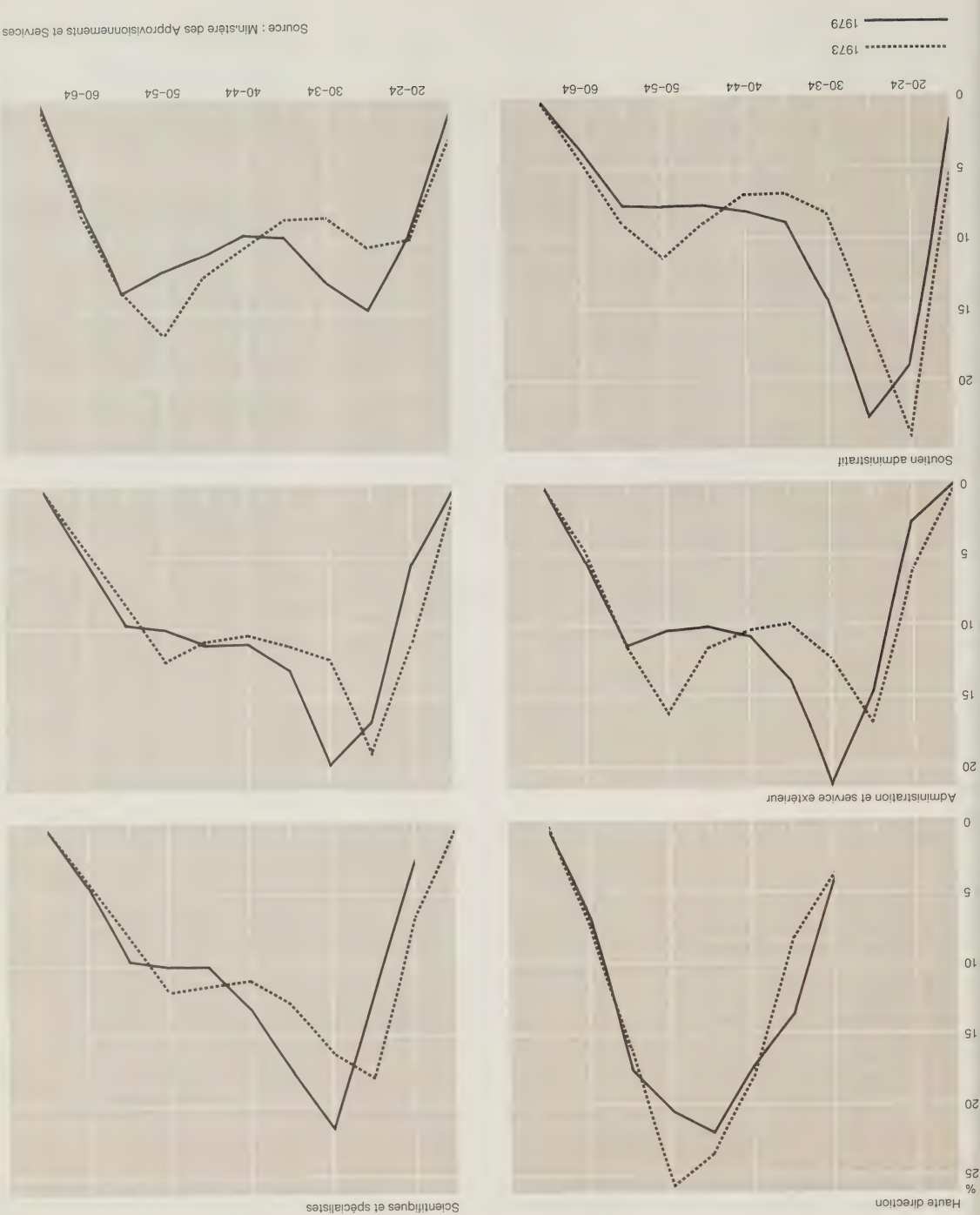
récompenser les fonctionnaires qui offrent un rendement supérieur et de répondre à leurs aspirations professionnelles. C'est pourquoi, au cours des dernières années, d'autres moyens de mobilité, surtout les mutations, ont remplacé les promotions. Une mutation peut se faire pour diverses raisons. Beaucoup de mutations ne sont que des formalités administratives entrant le mouvement d'employés sans toutefois modifier outre mesure la nature de leur travail. D'autres sont attribuables à des réorganisations et consistent en une redistribution du travail au sein d'un organisme. Cependant, les mutations semblent utilisées plus souvent comme une forme de mobilité professionnelle visant à permettre aux employés d'acquiescer à une nouvelle expérience. Les mutations intraministérielles et celles qui impliquent le passage à un autre groupe professionnel sont maintenues depuis 1976, première année où les systèmes de données

ont été introduits. Elles ont permis de constater que les tendances des divers types de mutations ont changé. En 1979, le nombre de mutations intraministérielles a augmenté de 16 %, par rapport à 1974, soit environ 42 000 personnes.

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Graphique 6
Evolution des nominations à la Fonction publique comparativement aux nominations d'emploi, de 1972 à 1979





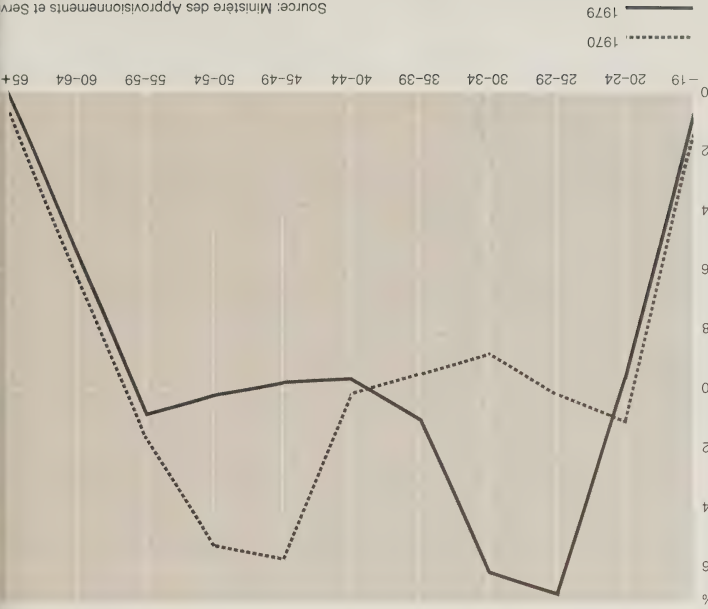
que, que 13 % d'entre eux sont originaires des provinces des Prairies, 34,5 % de l'Ontario, 20,9 % du Québec et 7,9 % des Maritimes. Ceux qui proviennent de l'extérieur (17,9 %) sont originaires du Canada ou naturalisés canadiens et ont fait leurs études ou occupé un poste à l'extérieur. En outre, les nominations récentes de diplomates partent au pays sont directement liées au nombre de nouveaux diplômés d'université de chaque région. Les programmes de recrutement universitaire ont attiré des diplômés de toutes les régions du pays. La moyenne des nominations pour les cinq dernières années révèle que 10,4 % des diplômés recrutés sont originaires de la Colombie-Britannique, 8,8 % des provinces des Prairies, 53,1 % de l'Ontario, 22,9 % du Québec, 10,4 % des provinces Maritimes et 1 % de l'étranger.

Les années 70 ont également vu l'apparition de nouveaux organismes d'examen et d'enquête et le renforcement de ceux qui existaient déjà. C'est ainsi que le Bureau du Vérificateur général a connu une expansion considérable, que le mandat du Commissaire aux langues officielles a été précisé et que la Commission canadienne des droits de la personne, composée entre autres du cabinet du Commissaire à la protection de la vie privée, a été établie.

Composition selon l'âge

La croissance rapide de la Fonction publique au début des années 70 a modifié considérablement le profil des âges des employés pour la décennie (voir le graphique 3). En 1970, ce profil est représenté par une distribution bimodale ou une courbe à deux sommets, le plus élevé représentant le groupe des 45 à 55 ans (environ 30 % de l'effectif) et le deuxième, le groupe des 20 à 30 ans (environ 20 % de l'effectif). En 1979, la composition selon l'âge révèle des différences marquées. Environ 43 % de l'effectif est âgé de moins de 35 ans, par rapport au 30 % de 1970. Environ 20 % de la Fonction publique se situe dans le groupe des 45 à 55 ans, par rapport à plus de 30 % il y a 10 ans. Ce changement important s'explique de plusieurs façons. D'abord, un grand nombre des anciens combattants de la Deuxième Guerre mondiale, entrés à la Fonction publique à la fin des années 40 et au début des années 50, ont pris leur retraite pendant cette période. Il apparaît clairement qu'ils ont été remplacés bien souvent par des employés plus jeunes, parfois même sensiblement plus jeunes. En outre, l'entrée massive de jeunes sur le marché du travail à cette période a obligé la Fonction publique, à l'instar des autres employeurs, à réagir en conséquence.

Graphique 3
Profil des âges des employés de la Fonction publique, 1970 et 1979



Ce rajoutissement de la Fonction publique a eu et a encore un impact important sur la gestion du personnel. Le niveau d'expérience des fonctionnaires a, dans l'ensemble, enregistré une baisse. Par exemple, beaucoup de jeunes se sont retrouvés, avec deux ou trois ans d'expérience, à des postes qu'après sept ou huit ans, on peut attendre qu'ils occupent. On peut constater que les jeunes ont beaucoup d'éléments, la Fonction publique s'est mieux adaptée aux bouleversements qu'elle a connus dans les années 70 qu'elle ne l'aurait fait avec de plus vieux éléments. Avec l'avènement de la négociation collective, la participation croissante des femmes et des Francophones dans la Fonction publique, l'adoption de nouvelles techniques de gestion et la politique de bilinguisme, on imagine mal comment ces nouveaux programmes auraient pu réussir si plus de tiers des fonctionnaires s'étaient trouvés à moins de dix ans de leur retraite. Les jeunes, nés pendant l'explosion démographique de l'après-guerre, ont imprimé la Fonction publique d'un esprit de modernisation qui a coïncidé avec d'importants changements de structure. Il serait toutefois malvenu de laisser croire que ces fois malvenu de laisser croire que ces changements se sont effectués sans tension. Les cours de langue et de perfectionnement ont été des phénomènes professionnels, quant à l'orientation professionnelle, elle a pris une importance nouvelle.

Les aspirations de carrière de ces jeunes fonctionnaires différaient beaucoup de celles de leurs collègues plus âgés. L'idée d'une carrière à la Fonction publique a fait son chemin chez les jeunes employés au cours de la décennie. La croissance rapide de la Fonction publique au début de la décennie a porté à croire que l'avancement allait de soi. Pour beaucoup, les promotions venaient vite et souvent, en raison de l'abondance des possibilités d'avancement. Et le phénomène n'était aucunement limité aux cadres et agents. Bien sûr, ce climat favorable s'est tempéré en baisse. Les années 80 nous diront comment réagit aux mesures d'austérité une Fonction publique dont beaucoup d'employés ont connu des promotions réussies dans les premières années de leur expérience sur le marché du travail.

On constate après coup que l'un des faits saillants de la décennie a été l'accroissement de la demande de personnel, capable d'analyser des politiques complexes et d'en coordonner l'élaboration dans différents organismes, que ce soit à l'intérieur d'un ministère ou aux niveaux interministériel, fédéral-provincial ou international. De nouvelles structures organisationnelles ont été mises à l'essai, notamment au département d'État chargé des Sciences et de la Technologie, au ministère des Affaires urbaines, et plus récemment au département d'État au Développement économique. La capacité organisationnelle d'organismes centraux traditionnels comme le Bureau du Conseil privé et le Secrétariat du Conseil du Trésor a été affermie, tout comme celle de la plupart des ministères. Dans l'ensemble, la demande dépassait largement l'offre, et il a fallu recruter même à l'extérieur du pays. À la fin de 1979, l'appareil étatique central était devenu très complexe puisque le département d'État chargé des Sciences et de la Technologie, le département d'État au Développement économique et le Bureau du Contrôleur général sont venus se joindre au Bureau du Conseil privé, aux Finances et au Secrétariat du Conseil du Trésor. En partie à cause de la croissance de l'appareil central et en partie du fait que les organismes centraux ont tendance à offrir des postes de formation, (les cadres n'y séjournant que pour des périodes limitées avant d'occuper des postes dans les ministères d'exécution), le nombre de nominations a, au cours de la décennie, largement dépassé ce que la taille de l'effectif pourrait laisser croire à elle seule.

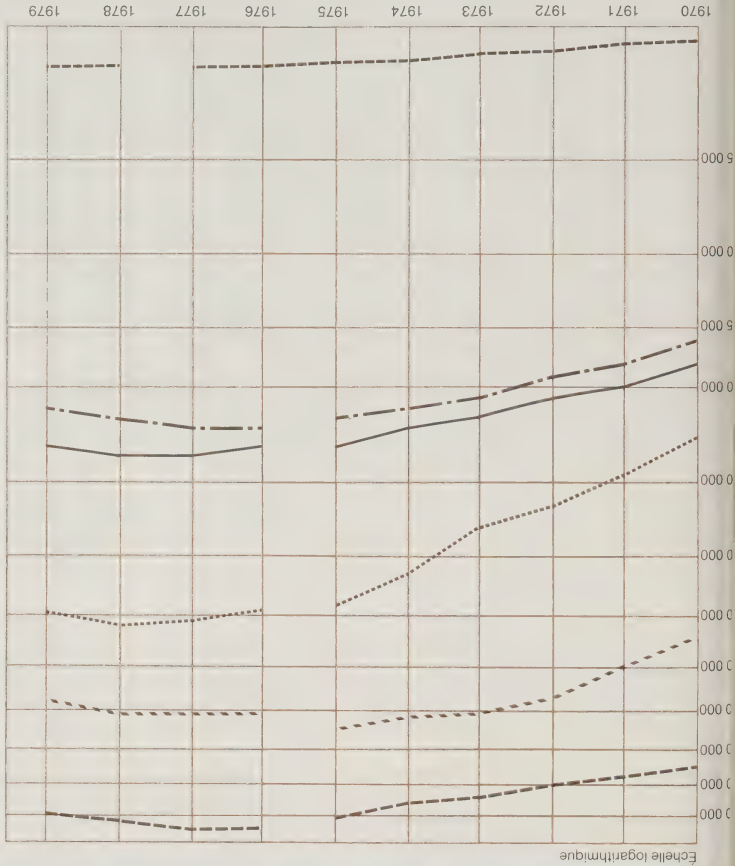
Durant cette période de croissance, la Commission a attaché une grande importance à son objectif visant à rendre la haute direction représentative de la diversité culturelle canadienne. Un examen de son effectif de direction indique que les particularités démographiques régionales y demeurent toujours proportionnellement représentées. En fait, au 31 décembre 1979, il a été établi, à partir de facteurs tels les lieux d'instruction et de début de carrière, que 5,8 % des cadres de direction proviennent de la Colombie-Britannique.

En premier lieu, la prolifération des centres de responsabilité a fait craindre que les mécanismes d'imputabilité des cadres de la fonction publique ne soient inadéquats. L'importance croissante du rôle du Vérificateur général, la formation du Bureau du Contrôleur général du Canada et la mise sur pied de la Commission royale d'enquête sur la gestion financière et l'imputabilité s'expliquent, dans une certaine mesure, par l'augmentation extraordinaire des

la sociologie et statistique (ES) s'est accru de 145 % de 1970 à 1975, a ralenti depuis 1978. En fait, au cours de la dernière décennie, la fonction administrative a énormément souffert sans cesse plus complexe en contraste avec la prestation de services gouvernementaux. L'augmentation du personnel supérieur semble avoir eu au moins deux conséquences importantes dans la Fonction publique :

Graphique 2

Évolution de l'effectif de la Fonction publique selon la catégorie professionnelle, de 1970 à 1979



ote : Jusqu'en 1975, les employés de moins de six mois étaient comptés dans les effectifs. Pour la catégorie Haute direction, les employés nommés à titre d'approvisionnement et Services (autres catégories) ne sont inclus jusqu'en 1977.

Graphique 1 Evolution de l'effectif de la Fonction publique de 1946 à 1979

En 1976, les mesures d'austérité n'ont atteint que l'effectif de la catégorie Soutien administratif. Dans toutes les autres catégories, la croissance s'est poursuivie, quoique dans l'ensemble, à un rythme modéré. En 1977, l'effectif de la catégorie Exploitation a commencé à diminuer et, en 1978, celui des catégories Techniciens, et même. Ce n'est qu'en 1979 que la catégorie Administration et service extérieur a enregistré une baisse du nombre de ses membres, quant à la catégorie Haute direction, elle n'a pas encore été touchée. C'est ainsi que par rapport à 1970, la catégorie Soutien administratif n'avait, en exploitation, de 18 %, tandis que la catégorie Haute direction s'était accrue de 150 % et la catégorie Administration et service extérieur, de 99 %. En 1979, augmentation de 25 % et la catégorie Exploitation, de 18 %, tandis que la catégorie Haute direction s'était accrue de 150 % et la catégorie Administration et service extérieur, de 99 %. En 1970, les catégories Soutien administratif et service extérieur, de 99 %. En 1979, augmentation de 25 % et la catégorie Exploitation, de 18 %, tandis que la catégorie Haute direction s'était accrue de 150 % et la catégorie Administration et service extérieur, de 99 %. En 1970, les catégories Soutien administratif et service extérieur, de 99 %. En 1979, augmentation de 25 % et la catégorie Exploitation, de 18 %, tandis que la catégorie Haute direction s'était accrue de 150 % et la catégorie Administration et service extérieur, de 99 %.

Cette croissance accélérée du nombre d'agents n'est pas un phénomène propre à la Fonction publique, bien que certains facteurs propres à la Fonction publique aient eu une forte influence au cours des années 70. L'exigence d'une plus grande imputabilité financière et la complexité grandissante des questions financières ont conduit à l'augmentation du nombre d'agents financiers. Le groupe Gestion des finances (FI), qui compte 2 418 membres,

ainsi le nombre d'agents du groupe Gestion des systèmes informatiques (GS). De même les conseillers en matière de politiques se sont multipliés dans une Fonction publique quotidiennement aux prises avec des questions complexes de politique sociale. C'est ainsi que le groupe Écono-



Note : De 1960 à 1966, les données incluaient les employés à plein temps et à temps partiel répartis par la Loi sur le service civil de 1961. En 1967, lors de la promulgation de la Loi sur l'emploi dans la Fonction Publique, les employés « au taux courant », environ 40 000, ainsi que d'autres groupes ont été intégrés aux effectifs de la Fonction publique. De 1967 à 1975 les employés de moins de six mois étaient inclus dans les effectifs. Par contre, les calculs excluent les saisonniers et les employés à temps partiel.

Source : Ministère des Approvisionnements et Services

Une décennie marquée par le changement

services. Certains, comme la Commission de l'assurance-chômage, ont connu un essor marqué, résultat direct des nouvelles politiques gouvernementales. Dans d'autres ministères, tel les Postes, l'effectif a augmenté de façon substantielle en raison de l'expansion des services à une population urbaine grandissante, tandis que dans d'autres, l'effectif est resté à peu près le même tout au long de la décennie. La croissance de la Fonction publique a eu des répercussions sur tous les aspects de la gestion du secteur public.

Cette croissance accélérée ne s'est toutefois manifestée que dans la première moitié de la décennie. En effet, peut-être plus significatif encore pour l'avenir de la Fonction publique, est le ralentissement, somme toute assez marqué, de son taux de croissance au cours de la deuxième moitié de la décennie. Les mesures d'austérité instaurées en 1975 ont amené le taux de croissance de la Fonction publique à moins de 1 % par année et, depuis 1977, le nombre de fonctionnaires a subi une diminution de près de 13 000. Cette régression, qui se poursuit, a touché chaque catégorie professionnelle de différentes façons.

Ces deux phénomènes, croissance accélérée suivie d'une réduction rapide, déterminent le cadre dans lequel il faut étudier les nombreuses autres tendances apparues au cours des années 70. L'effet des taux de croissance et de régression a été bien différent d'une catégorie professionnelle à l'autre (voir le graphique 2). L'augmentation la plus grande a été enregistrée dans les catégories Exploitation et Soutien administratif, surtout pendant la première moitié de la décennie. De 1970 à 1975, le nombre d'employés faisant partie de la catégorie Soutien administratif est passé d'environ 54 000 à 74 500 et celui des membres de la catégorie Exploitation, d'environ 84 500 à 100 500. Ces hausses représentent environ 50 % de toute la croissance survenue pendant cette période. Mais, en 1970, chose peut-être plus significative, le taux de croissance dans les catégories Haute direction et Administration et service extérieur a été

À l'aube d'une nouvelle décennie, il semble opportun de passer en revue celle qui vient de se terminer. À quels grands changements la Commission de la Fonction publique a-t-elle dû réagir? Quelles tendances ont agi sur la taille et la composition de la Fonction publique? Comment a évolué la demande touchant l'ensemble des aptitudes? Les ministères et organismes, dont l'expansion était rapide pour valent-ils trouver le type d'aptitudes dont ils avaient besoin dans les ministères plus stables ou ont-ils dû recourir au recrutement externe? La mobilité interministérielle a-t-elle augmenté ou diminué? Les ministères compaient-ils davantage sur les emplois de durée déterminée ou indéterminée? La courbe de l'âge des fonctionnaires a-t-elle suffisamment varié pour influencer sur la réserve d'employés expérimentés et qualifiés pour de l'avancement? En matière d'emploi, quelle a été l'évolution des valeurs sociales ou des objectifs du gouvernement? Voilà le genre de questions qui se posent et qui ont donné lieu aux principaux défis que la Commission a dû relever pendant la dernière décennie.

Changements dans l'effectif

Le fait le plus marquant des années 70 est la rapidité avec laquelle l'effectif de la Fonction publique s'est accru dans la première moitié de la décennie (voir le graphique 1). En effet, de 1970 à 1975, le nombre de fonctionnaires a augmenté de 74 000, croissance extraordinaire pour toute institution ou organisation. Cette hausse massive de l'effectif n'a pas d'explication simple; elle résulte de l'effet conjugué d'un ensemble de facteurs. Dans les années 70, de nouveaux programmes sociaux ont été mis en œuvre et nombre d'anciens services ont été étendus, d'où la nécessité d'embaucher plus de personnel. En outre, l'explosion démographique des années 50, le nombre accru de diplômés d'université, l'évolution des aspirations féminines dans la société canadienne ainsi que de nombreux autres phénomènes plus localisés ont également contribué à l'augmentation de l'effectif de la Fonction publique.

Les ministères ont été touchés de diverses façons par les changements qui s'opéraient dans la Fonction publique au début des années 70. En effet, de 1970 à 1975, la croissance ne s'est pas conformée à un modèle général et uniforme dans tous les

1. À noter que dans ce rapport, le terme « ministère » désigne aussi bien les ministères que les organismes. 2. À moins d'indication contraire, toutes les données contenues dans ce rapport sont celles de fin d'année.



Le 31 décembre 1979 a marqué la fin d'une année fertile en événements de toutes sortes et d'une décennie de changements pour la Fonction publique du Canada. Les chapitres un, deux, trois et onze du présent rapport annuel, le quatrième que nous produisons à titre de commissaires à la Fonction publique, examinent les nombreuses transformations qui se sont produites pendant cette dernière décennie, décrivent l'environnement le plus probable des prochaines années et exposent nos vues sur l'évolution que la dotation en personnel et la gestion du personnel devraient connaître à la Fonction publique fédérale pour relever le défi des années 80. Par ailleurs, les chapitres quatre à dix sont essentiellement consacrés à la description des activités de la Commission en 1979. Nous espérons sincèrement que les nombreux publics que nous sommes appelés à servir, à savoir le Parlement, le Gouvernement, la population canadienne, les sous-ministres et autres gestionnaires de l'État, les fonctionnaires fédéraux et les syndicats de la Fonction publique, trouveront dans le présent rapport les renseignements qui les intéressent ou les préoccupent particulièrement, aussi bien sur les politiques et pratiques que sur les activités et opérations de la Commission.

En 1979, bon nombre d'efforts déployés au cours des dernières années en vue d'apporter les améliorations requises à la gestion de la Fonction publique ont porté leurs fruits ou se sont traduits par des progrès importants. La Commission royale d'enquête sur la gestion financière et l'imputabilité, formée au début de 1977, a publié ses constatations et ses recommandations en mars 1979. Pour sa part, le Comité spécial d'examen de la gestion du personnel et du principe du mérite dans la Fonction publique, établi en décembre 1977, publiait son rapport à l'été de 1979. L'incidence de ces deux rapports sur les nombreuses initiatives en cours pour changer ou améliorer les politiques, pratiques et procédures en vigueur à la Fonction publique est déjà considérable et continuera sans aucun doute à se faire sentir pendant les mois et les années à venir.

Dans le domaine de la dotation en personnel et des activités de gestion connexes, nous avons continué la révision des politiques et pratiques de la Commission et l'élaboration d'approches nouvelles à la

lumière des considérations et des principes exposés dans nos trois rapports annuels précédents et nos présentations au Comité spécial d'examen de la gestion du personnel et du principe du mérite. Par exemple, on lira dans les chapitres quatre, cinq, six et sept la description des principaux changements amorcés ou accomplis dans des domaines tels que les programmes de la haute direction, la dotation en personnel et la délégation des pouvoirs de dotation ainsi que la vérification et l'exposition de nos vues sur l'évolution que la dotation en personnel et la gestion du personnel devraient connaître à la Fonction publique fédérale pour relever le défi des années 80. Nous espérons sincèrement que les nombreux publics que la plupart de ces importants changements d'ordre administratif parviendront au stade de la mise en œuvre d'ici quelques mois.

Nous remercions nos remerciements au personnel de la Commission, aux sous-chefs et à leurs adjoints, aux représentants des associations d'employés et aux agents négociateurs pour leur dévouement et leur collaboration. Enfin, nous ne saurions passer sous silence la valeur inestimable de l'étroite collaboration qui s'est manifestée tout au long de l'année entre le Secrétaire du Conseil du Trésor et la Commission de la Fonction publique.



1	Une décennie marquée par le changement	9
---	--	---

2	La participation des femmes	17
---	-----------------------------	----

3	La participation des Francophones	21
---	-----------------------------------	----

4	Les programmes de haute direction	31
---	-----------------------------------	----

5	La dotation en personnel	35
---	--------------------------	----

6	Justice dans la dotation en personnel	45
---	---------------------------------------	----

7	La vérification des activités de dotation en personnel	49
---	--	----

8	Les recours en vertu de la Loi	53
---	--------------------------------	----

9	La formation et le perfectionnement	57
---	-------------------------------------	----

10	Les services de formation linguistique	63
----	--	----

11	La gestion interne	67
----	--------------------	----

12	La décennie qui vient	71
----	-----------------------	----

Appendices

I	Budget de la Commission de la Fonction publique, 1979-1980	73
---	--	----

II	Délégation des pouvoirs de dotation en personnel	75
----	--	----

III	Exclusions de la Loi sur l'emploi dans la Fonction publique	78
-----	---	----

IV	Conges autorisés pour fins d'activités politiques	80
----	---	----

V	Révocations de nominations	81
---	----------------------------	----

Les commissaires

Les trois commissaires, dont le président, sont investis des pouvoirs que la Loi confère à la Commission. Désignés par le gouverneur en conseil pour une période de dix ans, ils ont tous trois rang de sous-ministre; mais le président est l'administrateur principal de la Commission. Ensemble, ils établissent les politiques générales conformément à la Loi sur l'emploi dans la Fonction publique. Les décisions des commissaires se prennent à la majorité.

La Direction générale des appels et des enquêtes

Elle établit des comités d'appel indépendants pour les cas de violation présumée de la Loi et du Règlement sur l'emploi dans la Fonction publique en matière de promotion, rétrogradation et licenciement. Les trois comités sont sans appel : ils lient les parties en cause ainsi que la Commission. Seule la Cour fédérale du Canada peut les rescinder. Les enquêtes dans les cas de discrimination présumée dont seaignent aussi bien des fonctionnaires que des candidats à l'emploi ont aussi du ressort de cette direction générale. Elle assume également un rôle traditionnel d'ombudsman et règle les plaintes des employés qui prétendent avoir été victimes de harcèlement ou de mesures administratives partiales. Elle se penche en outre sur les pratiques présumées injustes qui lui sont souignées en matière de dotation et de gestion du personnel. Le greffier reçoit, étudie, enregistre et achemine appels et plaintes ou il le faut, s'assure qu'ils sont traités comme il convient et occupe des enquêtes liées à l'activité de la direction générale.

La Direction générale des programmes de la haute fonction

Elle élabore, conformément aux exigences de la Loi sur l'emploi dans la Fonction publique et aux directives de la Commission, les politiques et les systèmes en matière de recrutement et de sélection des candidats aux postes de cadres de haute direction dans la Fonction publique canadienne. Elle s'occupe de planification, de conseil et de dotation. Elle dirige en outre la Division Échanges Canada et programmes internationaux. Elle assure la planification des ressources humaines aux divers niveaux de la haute gestion et de la haute direction, ainsi que la mise au point de politiques et de systèmes visant à une planification efficace.

La Direction générale de la formation linguistique

Elle assure, dans les locaux de la Commission et dans ceux des ministères, la formation linguistique de base et, à la demande des ministères, élabore et dispense des cours spécialisés et de perfectionnement. Elle offre aide et conseils en divers domaines reliés à la formation linguistique : analyse des besoins, élaboration de cours et de programmes destinés à répondre à des besoins précis; évaluation de programmes, testing, orientation des fonctionnaires-étudiants. Elle est essentiellement au service des ministères et organismes auxquels il incombe, depuis 1977, de veiller à la formation linguistique de leurs employés.

La Direction générale des services et systèmes de gestion

Elle est chargée de développer et de coordonner les systèmes de gestion de la Commission en vue d'une administration plus efficace. Elle réunit les directions suivantes : administration, services informatiques, finances, information, personnel et vérification interne.

La Direction générale de la vérification

Elle examine périodiquement l'activité de dotation des ministères et organismes assujettis à la Loi sur l'emploi dans la Fonction publique, y compris celle de la Direction générale de la dotation de la Commission de la Fonction publique. Elle effectue des études spéciales et des vérifications ponctuelles d'opérations de dotation déterminées et recommande, le cas échéant, des modifications destinées à améliorer l'efficacité du processus de dotation au sein de la Fonction publique.

La Direction générale de la dotation

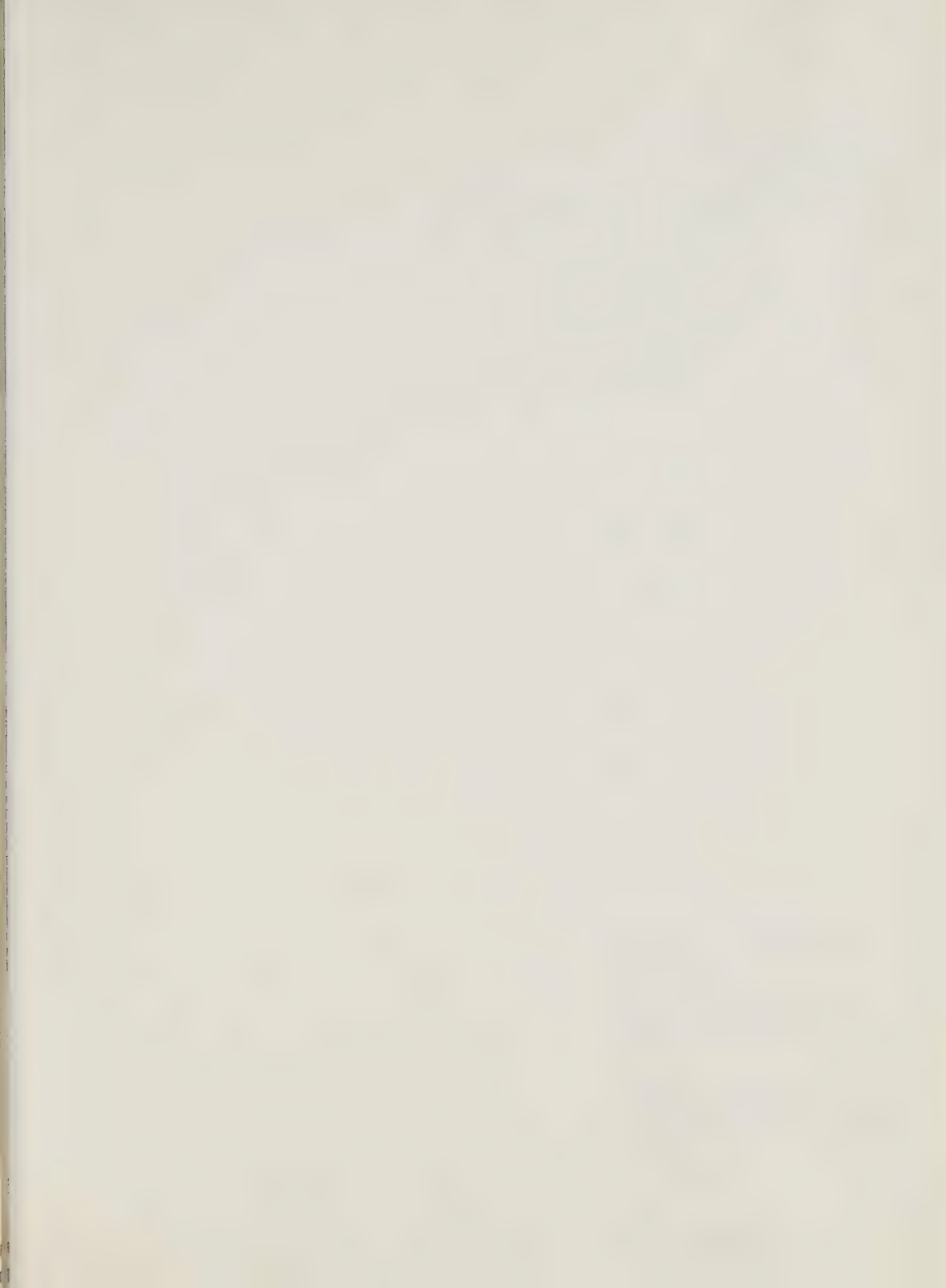
Conformément aux dispositions de la Loi sur l'emploi dans la Fonction publique ainsi qu'aux orientations et directives de la Commission, elle établit les politiques et les méthodes de dotation, les normes de sélection et les procédures administratives touchant la dotation de la Commission et des ministères. Elle est responsable du recrutement et de la présentation des candidats de l'extérieur, de la dotation des postes qui n'ont pas fait l'objet d'une délégation de pouvoirs et surveille en outre l'activité de dotation ministérielle pour s'assurer qu'elle est conforme aux stipulations de la Loi et du Règlement. Elle coordonne les aspects de la politique des langues officielles du ressort de la Commission, détermine les normes linguistiques intéressant les postes bilingues et évalue la compétence linguistique des postulants et des titulaires. Elle dirige en outre le Programme Cap, l'Office de la promotion de la femme, le Bureau de recrutement d'Autochtones et veille à la planification des ressources humaines.

La Direction générale du perfectionnement

Elle s'emploie à répondre aux besoins ministériels en élaborant et en dispensant, dans l'ensemble du pays, des cours et des programmes de formation et de perfectionnement intéressant certains secteurs d'activités spécialisées et les divers niveaux de la gestion jusqu'à celui de la haute direction. À cette fin, elle met en œuvre des activités de formation « personnalisées » des séminaires, des cours normaux, des programmes conçus en fonction des besoins précis d'un ou de plusieurs ministères. Elle dirige aussi le Programme Carrières Grand Nord.

Les Services de secrétariat

Ils assurent, au nom des commissaires, la planification et la coordination des politiques, répondent aux demandes de renseignements des parlementaires et coordonnent les opérations courantes de la Commission.



L'honorable Francis Fox
Secrétaire d'Etat du Canada
Chambre des communes
Ottawa

Monsieur le Ministre,

Nous vous prions de bien vouloir déposer
à la Chambre des communes le rapport de
la Commission de la Fonction publique du
Canada pour 1979, lequel comporte deux
volumes.

Nous le soumettons au Parlement en
conformité des dispositions de l'article 45
de la Loi sur l'emploi dans la Fonction
publique—chapitre 71, Statuts du
Canada, 1966-1967.

Veuillez agréer, Monsieur le Ministre, l'as-
surance de notre très haute considération.

Le Président



Edgar Gallant

Le Commissaire



Anita Szlajak

Le Commissaire



John Edwards

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du Canada

Volume 1

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**Public Service Commission
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Volume 2 Statistics



Public Service Commission
of Canada

Commission de la Fonction publique
du Canada



Foreword

The *Public Service Employment Act* requires the Public Service Commission to report annually on its activities to Parliament. For its 1979 Report, the Commission has produced two volumes: a publication outlining its activities for the calendar year 1979 in the various areas for which it is responsible, and this volume of statistical tables, that forms a companion volume to the text.

Together, these two publications comprise the Annual Report of the Public Service Commission of Canada for 1979.

Further information concerning these statistics may be obtained from the:

Information Directorate
Public Service Commission of
Canada
300 Laurier Ave. West
Ottawa K1A 0M7
Telephone number: (613) 593-7691

Table of Contents

Explanatory Notes

Highlights

Population

Tables		Page					
1	Type of employment	1	5	Geographic area (metropolitan area and other locations) and language group	5	9	Age and language group
2	Geographic area (Canada and abroad) and sex	2				10	Salary and sex
			6	Department and sex	6	11	Salary and language group
3	Geographic area (Canada and abroad) and language group	3	7	Department and language group	8		
4	Geographic area (metropolitan area and other locations) and sex	4	8	Age and sex	11		

Population and occupational categories

Tables		Page					
12	Category and location	14	21	Women in senior executive equivalent groups and levels	30	29	Francophones in the Scientific and Professional Category
13	Category and NCR	14	22	Women in the Scientific and Professional Category	31	30	Francophones in the Administrative and Foreign Service Category
14	Category, type of employment and sex	16	23	Women in the Administrative and Foreign Service Category	32	31	Francophones in the Technical Category
15	Category, type of employment and language group	18	24	Women in the Technical Category	33	32	Francophones in the Administrative Support Category
16	Category, group and sex	22	25	Women in the Administrative Support Category	34	33	Francophones in the Operational Category
17	Category, group and language group	25	26	Women in the Operational Category	35		
18	Senior executives, acting, equivalents and sex	28	27	Francophones in the Senior Executive Category	36		
19	Senior executives, acting, equivalents and language group	28	28	Francophones in senior executive equivalent groups and levels	37		
20	Women in the Senior Executive Category	29					

Figures

1	Change in Population
2	Category and sex

Population and official languages

Tables	Page						
34	Linguistic status of position, linguistic region and language group	43	37	Bilingual positions, linguistic region and required level of proficiency in the second language	46	39	Bilingual positions, category, required level of proficiency in the second language and NCR
35	Linguistic status of position, category and language group	44	38	Bilingual positions, category and required level of proficiency in the second language	47		
36	Linguistic status of position, category, language group and NCR	45					



Explanatory Notes

Population Coverage

This volume gives detailed statistical information on federal government employees under the jurisdiction of the *Public Service Employment Act* (PSEA). Data include the distribution of these public servants by type of employment, department, location, sex, language group, age group, salary, occupational group and category as well as statistics on appointments, separations, appeals, professional and managerial training and language training.

The Public Service, as herein defined, does not include employees appointed under the PSEA for a specified period of less than six months, personnel appointed by Order in Council such as deputy heads, ministerial staff, the Royal Canadian Mounted Police (RCMP), the Canadian Armed Forces, Crown corporations such as Air Canada and certain federal agencies such as the National Research Council. However, it does include civilian employees working for both National Defence and the RCMP. Total federal employment is 576 826 of which Public Service employees, defined in this Annual Report, comprise less than half.

Various Acts and Regulations delineate different federal government employee populations. For example, each of the following Acts sets out different but overlapping populations:

- Schedule 1 Part 1 and Schedule 1 Part 2 of the *Public Service Staff Relations Act*
- the *Financial Administration Act*
- the *Public Service Employment Act*
- the *Public Service Superannuation Act* and other superannuation acts
- the *Official Languages Act*

Comparisons between data in this publication and other publications such as those of Statistics Canada and Treasury Board Secretariat should be made with caution since the populations may be different.

Population Changes

The Public Service population, subject to the PSEA, changes from year to year because of the inclusion or exclusion of commissions and agencies and of particular types or groups of employees. In addition, changes in definitions may affect data on appointments and separations and may produce minor variations. These variations, often of little statistical significance, should be considered when comparing the data from one year to another. However, these variations are indicated in

the statistical tables where required and should be considered when compared with previous Annual Reports.

The number of appointments to the Public Service in 1979 added to the number of employees in 1978, less the separations that occurred in 1979, does not equal the 1979 population figure. This is due to the fact that there has been, in the last three years including 1979, from 10 000 to 15 000 initial appointments to the Public Service for terms of less than six months that are not recorded for practical administrative reasons. However, if these employees are re-appointed and pass the six-month period, they are considered to have been appointed from within the Public Service.

Past Annual Reports noted that specified period employees for less than six months were not included in the statistics. In fact, recent research has shown that a number of these persons were inadvertently recorded and, consequently, the figures for 1976, 1977 and 1978 have been revised to exclude these persons (they accounted for about one per cent per year of the total PSEA population).

The Postal Revenue Sub-Group B has been incorrectly identified since 1976. Their population in 1976 should have been reported as 5 668, in 1977 as 4 838 and in 1978 as 4 888. The 1979 figures have been readjusted to reflect the correct definition. However, it should be noted that of the 1979 decrease in total Public Service population, 1 039 is attributable to the revised population figures for Postal Revenue Sub-Group B.

The revised statistics for 1977 and 1978 include about 4 000 employees whose type of employment was not specified on appointment documents. After investigation, it was found that the majority occupied full-time indeterminate positions. The 1978 figures as published in this Annual Report have been revised to include these persons as full-time indeterminate as was the case for all previous years. The same procedure applies to the 1979 statistics.

Source of Data

Each year, new efforts are undertaken to monitor the data provided by departments. Definitions of terms are standardized for consistency throughout this publication; new data systems are implemented

to monitor areas where information is required; and statistics are compiled from a combination of sources.

Population and appointment

Population statistics are based primarily on the payroll and superannuation records of the Department of Supply and Services, as of December 31, 1979. Data on the Senior Executive Category and equivalents are based on data contained in the Public Service Commission's Senior Executive Information System (SXIS) and Data STREAM. In general, appointments, separations, appeals and training data are based on Commission records and are published only if documentation has been received and processed during the year. Appointment and separation statistics except lay-offs are based on personnel documents received and processed by the Commission during 1979. Information on official languages represents the consolidation of the Department of Supply and Services data with the Official Languages Information System of the Treasury Board Secretariat.

Language Group

The definition of language group varies according to the source of the data. The first official language for population data is obtained by supplementing the payroll and superannuation records of the Department of Supply and Services with the data from the Official Languages Information System (OLIS) of the Treasury Board Secretariat. The preferred working language information for appointment and separation data is obtained from personnel data systems of the Commission.

The difference between the source and function of the Official Languages Information System and the payroll and superannuation system accounts for the fact that 16 602 of the 266 865 employees under the *Public Service Employment Act* were not entered in OLIS, as of December 31, 1979. Because of this, there is no data on the language group of these employees or on the linguistic requirements of their positions.

As mentioned earlier, for employees in the Senior Executive Category and equivalents, language data are based on Public Service Commission records. Data on appointments by language group are established according to the employee's preferred language of work as recorded in Commission files. In 1 041 cases in 1978 and 651 cases in 1979, the appointment documents did not specify the employee's preferred language of work.

Separation data are systematically established according to the employee's preferred language of work for 1979. However, for 1978 a certain number of files were completed using the first official language as recorded by OLIS.

All calculations and percentages in the tables on language groups are based on the known population rather than the actual total.

New Data Systems

Senior Executive Information System (SXIS)

In 1978, in order to meet its human resources planning needs, the Senior Executive Programs Branch established an on-line computerized data base. At that time, information identified as being essential to the human resources planning process was coded by the Senior Executive Programs Branch for most federal government senior executives (SX). Since the definition of senior executive population is based on the *Public Service Employment Act* (PSEA), only those senior executives whose appointments are subject to the PSEA are included in SXIS. Thus, senior executives in agencies such as the National Capital Commission are not included. In addition, SXs are recorded according to their level regardless of the level of the position held (i.e., an SX-1 occupying an SX-2 position will be recorded as an SX-1). Changes in employee status and additions to SXIS are based on staffing actions that have been approved by the Chairman and commissioners. Thus, soon after a staffing action has been approved, the Senior Executive Programs Branch can use it as a basis for updating SXIS. The only staffing actions that are not included in SXIS are those dealing with acting appointments. This reflects the planning need to know an individual's actual employment level. To ensure that SX appointments were correctly recorded, a review of these appointments was undertaken in 1979. As a result, the 1978 SX appointment statistics have been revised.

A reconciliation exercise undertaken by the Treasury Board Secretariat and the Commission indicated that the differences between SXIS and the Treasury Board system are based on timing and population definitions. For example, with regard to the above-mentioned population definition, the Commission includes those on leave of absence. The Treasury Board system is updated quarterly whereas SXIS is updated upon receipt of information. Data STREAM is updated only upon

receipt of new information from the individual SX or a signed Staffing Action Form (SAF).

Central Priorities Statistical Record

This was established to provide a more reliable source for statistics on administrative and statutory priorities. An administrative priority is an entitlement to consideration for appointment before others, based on Public Service Commission policy. This includes persons who were notified of surplus status or who were unsuccessful in their language training. A statutory priority is a similar entitlement as stipulated by legislation and includes those persons returning from leave of absence, on ministers' staff and those laid off. Data on separations resulting from lay-offs are obtained from this system rather than separation documents as was the case in previous years.

■ Definitions

Appointing authority: Section 6(1) of the *Public Service Employment Act* authorizes the Commission to delegate appointing authority to departments. However, appointing authority for senior executives is not delegated to departments and is vested solely with the Commission.

Appointments to the Public Service:

Appointments that are made from the general public or from a government agency that is not included under the *Public Service Employment Act*.

Appointments within the Public Service:

Are intradepartmental or interdepartmental appointments made in those departments and agencies under the *Public Service Employment Act*.

Employee mobility (region): Denotes employee relocation from one region to another, within any of the following regions: the 10 provinces; the National Capital Region; the Northwest Territories; the Yukon; and "Abroad".

Employee mobility: May occur between or within departments, with a change of group or sub-group or as a result of a change in the type of employment, i.e. specified term to indeterminate.

Types of Appointments

Promotion: The group and sub-group of an employee do not change and there is an increase in level; or the group or sub-group of an employee changes and the Staffing Action Form shows an increase of at least one dollar in the maximum annual rate of pay.

Senior executive equivalents : Defined in the Personnel Management Manual of the Treasury Board, Annex A, pages 1 and 2, as follows:

Occupational group	Level
Agriculture	6
Architecture	8,9
Auditing	7
Biological Sciences	6
Chemistry	6
Defence Science	7,8
Education—Education Services	7
Engineering and Land Survey—Engineering	7,8
Engineering and Land Survey—Survey	7,8
Economics, Sociology and Statistics	8
Forestry Sciences	5
Historical Research	5
Law	3
Mathematics—Senior Statistician	1
Medicine—Medical Officer	4,5
Meteorology	9
Physical Sciences	6
Scientific Research—Research Manager	3
Scientific Regulation	10
Social Work—Social Welfare	6
University Teaching	5,6,7
Veterinary Science	6
Foreign Service	4,5

Lateral transfer: The group, sub-group and level of an employee do not change; or the group or sub-group of an employee changes and the Staffing Action Form does not show either an increase or a decrease of at least one dollar in the maximum annual rate of pay.

Downward transfer: The group and sub-group of an employee do not change and there is a decrease in level; or the group or sub-group of an employee changes and the Staffing Action Form shows a decrease of at least one dollar in the maximum annual rate of pay.

Demotion: An employee moves to a position at a lower maximum rate of pay, for reasons of incompetence or incapacity, as a result of a departmental recommendation pursuant to Section 31 of the *Public Service Employment Act*.

Re-appointment for an additional term: The group, sub-group and level of a specified period employee do not change; the new appointment is for a specified period; and the total time under the specified period of employment amounts to six months or more in the same position.

Reclassification: A position is re-evaluated with the result that there is a change in the level, group or category in which the position was initially classified. When this occurs and the position is encumbered, the incumbent is appointed to the new level/group/category.

Types of Employment

Indeterminate: A part-time or full-time appointment for which the duration is not fixed.

Specified period: A part-time or full-time appointment for which the duration is fixed ("term").

Part-time: An appointment of a person ordinarily required to work more than 15 hours per week but less than the normal hours of work per week prescribed by the relevant collective bargaining agreement or, where one is not applicable, by the employer.

Full-time: An appointment of a person ordinarily required to work the normal hours of work per week prescribed by the relevant collective bargaining agreement or, where one is not applicable, by the employer.

Seasonal: An appointment of a person on an indeterminate or determinate basis to work only during certain segments of a year.

Types of Selection Processes

Selection with competition: The process implies using either a competition poster or inventory to identify candidates.

Selection without competition: The process involves reclassification, transfer, demotion, promotion, or priority appointment. Employees currently appointed with indeterminate status may be declared surplus and informed of their status, granted lay-off rights and, therefore, may be considered for appointment without competition and with due consideration to employees on leave of absence and ministers' staff, in priority to all other persons, to any position in the Public Service for which in the opinion of the Commission he or she is qualified.

Closed competition: Open only to persons employed in the Public Service. Prospective candidates are invited to apply for positions advertised by poster or are identified from an inventory of eligible employees.

Appeals and the Selection Process

Appealable selection processes: Under Section 21 of the *Public Service Employment Act*, certain selection processes are subject to appeal.

Appealed selection processes: Includes those appealable selection processes where at least one appeal was lodged against the process.

Disposition of appeals: An appeal is either allowed, dismissed or the appeal board considers itself without jurisdiction to entertain it.

Official Languages and Staffing

Linguistic region: As defined in *Official Languages in the Public Service of Canada, A Statement of Policies*, the linguistic regions include: unilingual with an English-speaking majority; unilingual with a French-speaking majority; Québec bilingual; National Capital Region; and New Brunswick and Northern and Eastern Ontario.

Linguistic status of appointee: Recorded as "Met", "Must Meet" or "Not Required to Meet" in relation to the linguistic requirements of the position.

Linguistic status of position: The status describes the linguistic requirements of the position which can be bilingual, English essential, French essential or, English or French essential.

Bilingual-imperative: Candidates must immediately meet the language requirements of the position to be appointed.

Bilingual-non-imperative: Candidates who do not meet the language requirements of the position may be appointed if they:

- are eligible for language training at public expense and agree in writing to become bilingual within the exemption time, and accept a transfer to a position for which they are fully qualified, if they do not meet the language requirements of the position within the exemption time; or
- prior to April 6, 1966 had at least 10 years of continuous service, and since that date have been continuously employed, or were 55 years of age or over on October 31, 1977 and are now employed by the RCMP, a Crown corporation, commission or agency.

Linguistic profile: A sequence of letters represent the levels of language proficiency required in the second language in four abilities: reading, writing, understanding and speaking. The first four letters of the

Appointments to bilingual positions accounted for 17.3 per cent of all internal appointments and 6.9 per cent of all external appointments (Table 48).

In 1979, for every woman obtaining a promotion, there were three who transferred laterally (including extension of terms). For men, the ratio was two lateral transfers for every promotion (Table 43).

There was one interdepartmental transfer for every 12 transfers within a department; employees are most likely to change department by transfer rather than by promotion, less than 3 to 1 (Table 42).

Most of the term extensions occurred in the Administrative Support (13 118) and Operational Categories (5 895) in 1979 (Table 41).

Separations

Separations including lay-offs have increased by 2.3 per cent from 36 612 in 1978 to 37 443 in 1979. If separations for "end of specified term" are excluded, separations in 1979 have increased by 9.4 per cent. Resignations in 1979 and in 1978 accounted for 65 per cent of all separations, excluding end-of-term (Tables 60 and 62).

Retirements that comprised nearly one quarter of all separations (excluding end-of-term) have shown the largest proportional increase (18 per cent) from 6 102 in 1978 to 7 216 in 1979 (Table 62).

In 1979, the separation rate of women (47 per cent) was still higher than their participation rate, 34.6 per cent (Table 63).

In 1979, francophones were leaving the Public Service at a rate of 20.9 per cent, well below their participation rate of 26.5 per cent (Table 64).

Table 1**Type of employment**

Number of employees, by type of employment, 1976 to 1979

Type of employment	1976	1977	1978	1979
Full-time				
• Indeterminate	251 503	253 274	249 915	240 213
• Seasonal	1 585	1 591	1 321	1 273
• Specified term	15 472	16 769	15 459	14 197
Total	268 560	271 634	266 695	255 683
Part-time				
• Indeterminate	8 705	8 189	8 832	10 769
• Seasonal	1	2	8	15
• Specified term	45	54	252	398
Total	8 751	8 245	9 092	11 182
Grand total	277 311	279 879	275 787	266 865

Note: Employees hired for periods of less than six months have been excluded from the tables. In 1979 their number ranged from a high of 19 819 in July to a low of 9 979 in November, with a monthly average of 14 293.

Source: Department of Supply and Services

Table 2

Geographic area (Canada and abroad) and sex

Number and percentage of employees, by geographic area and sex, 1978 and 1979

Geographic area	1978						1979					
	Men		Women		Total ^a		Men		Women		Total ^a	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Newfoundland	4 503	76.9	1 349	23.1	5 852	100.0	4 424	78.1	1 241	21.9	5 665	100.0
Prince Edward Island	1 097	76.8	331	23.2	1 428	100.0	1 080	76.3	336	23.7	1 416	100.0
Nova Scotia	12 312	77.5	3 569	22.5	15 881	100.0	11 911	77.4	3 487	22.6	15 398	100.0
New Brunswick	5 894	71.6	2 341	28.4	8 235	100.0	5 628	70.2	2 394	29.8	8 022	100.0
Québec (Except NCR)	33 440	72.4	12 771	27.6	46 212	100.0	32 500	72.1	12 590	27.9	45 091	100.0
Québec (NCR)	5 924	57.8	4 324	42.2	10 248	100.0	7 660	56.3	5 935	43.7	13 595	100.0
Ontario (Except NCR)	37 771	66.8	18 806	33.2	56 578	100.0	36 553	66.1	18 787	33.9	55 340	100.0
Ontario (NCR)	36 445	57.8	26 644	42.2	63 089	100.0	32 691	58.2	23 467	41.8	56 159	100.0
Manitoba	7 546	63.2	4 385	36.8	11 931	100.0	7 163	62.7	4 254	37.3	11 417	100.0
Saskatchewan	5 063	62.7	3 011	37.3	8 074	100.0	4 758	61.4	2 997	38.6	7 755	100.0
Alberta	10 864	60.6	7 066	39.4	17 930	100.0	10 385	59.2	7 171	40.8	17 556	100.0
British Columbia	17 801	68.3	8 252	31.7	26 053	100.0	16 982	67.2	8 291	32.8	25 273	100.0
Yukon	480	51.7	448	48.3	928	100.0	470	49.5	479	50.4	950	100.0
Northwest Territories	870	60.0	579	40.0	1 449	100.0	816	57.9	593	42.1	1 409	100.0
Abroad	1 452	76.5	447	23.5	1 899	100.0	1 414	77.7	403	22.2	1 819	100.0
Total	181 462	65.8	94 323	34.2	275 787	100.0	174 435	65.4	92 425	34.6	266 865	100.0

^aIncludes 2 employees in 1978 and 5 in 1979 whose sex was not specified on pay documents.

Source: Department of Supply and Services

Table 3

Geographic area (Canada and abroad) and language group

Number and percentage of employees, by geographic area and language group, 1978 and 1979

Geographic area	1978						1979					
	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b
	No.	%	No.	%			No.	%	No.	%		
Newfoundland	4 997	99.7	13	0.3	5 010	5 852	5 270	99.6	22	0.4	5 292	5 665
Prince Edward Island	1 212	96.8	40	3.2	1 252	1 428	1 274	97.3	35	2.7	1 309	1 416
Nova Scotia	13 560	97.6	332	2.4	13 892	15 881	13 860	97.6	337	2.4	14 197	15 398
New Brunswick	6 172	84.1	1 165	15.9	7 337	8 235	6 255	82.4	1 334	17.6	7 589	8 022
Québec (except NCR)	2 751	6.6	38 634	93.4	41 385	46,212	2 546	6.0	39 838	94.0	42 384	45 091
Québec (NCR)	5 735	58.0	4 157	42.0	9 892	10 248	7 795	58.4	5 559	41.6	13 354	13 595
Ontario (except NCR)	49 954	97.3	1 394	2.7	51 348	56 578	50 793	97.0	1 582	3.0	52 375	55 340
Ontario (NCR)	40 227	69.0	18 043	31.0	58 270	63 089	37 074	69.2	16 487	30.8	53 561	56 159
Manitoba	10 325	97.9	217	2.1	10 542	11 931	10 116	97.9	215	2.1	10 331	11 417
Saskatchewan	6 696	98.9	72	1.1	6 768	8 074	6 730	98.9	77	1.1	6 807	7 755
Alberta	15 769	98.9	175	1.1	15 944	17 930	15 797	98.9	179	1.1	15 976	17 556
British Columbia	22 424	99.2	184	0.8	22 608	26 053	23 307	99.2	183	0.8	23 490	25 273
Yukon	651	99.4	4	0.6	655	928	726	98.8	9	1.2	735	950
Northwest Territories	1 064	95.3	52	4.7	1 116	1 449	1 066	95.7	48	4.3	1 114	1 409
Abroad	1 354	75.4	442	24.6	1 796	1 899	1 304	74.6	445	25.4	1 749	1 819
Total	182 891	73.8	64 924	26.2	247 815	275 787	183 913	73.5	66 350	26.5	250 263	266 865

^aFirst official language of employee.^bIncludes 27 972 employees in 1978 and 16 602 in 1979 whose first official language was not specified.

Source: Department of Supply and Services

Table 4

Geographic area (metropolitan area and other locations) and sex

Number and percentage of employees, by geographic area and sex, 1978 and 1979

Geographic area	1978						1979					
	Men		Women		Total ^a		Men		Women		Total ^a	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
St. John's, Nfld.	2 247	77.8	642	22.2	2 889	100.0	2 264	77.4	660	22.6	2 924	100.0
Halifax	8 699	77.8	2 480	22.2	11 179	100.0	8 624	77.7	2 470	22.3	11 094	100.0
Saint John, N.B.	1 064	73.3	388	26.7	1 452	100.0	1 016	72.3	389	27.7	1 405	100.0
Chicoutimi-Jonquière	301	80.1	75	19.9	376	100.0	298	78.6	81	21.4	379	100.0
Québec	5 590	75.2	1 845	24.8	7 435	100.0	5 517	74.8	1 863	25.2	7 380	100.0
Montréal	19 222	72.7	7 212	27.3	26 434	100.0	18 671	73.0	6 911	27.0	25 582	100.0
National Capital Region	42 369	57.8	30 968	42.2	73 337	100.0	40 351	57.8	29 402	42.2	69 754	100.0
Oshawa	258	67.0	127	33.0	385	100.0	251	66.9	124	33.1	375	100.0
Toronto	16 737	65.5	8 829	34.5	25 566	100.0	16 252	64.9	8 805	35.1	25 057	100.0
Hamilton	2 074	67.3	1 010	32.7	3 084	100.0	2 011	67.0	990	33.0	3 001	100.0
Niagara-St. Catharines	829	67.7	396	32.3	1 225	100.0	807	68.3	374	31.7	1 181	100.0
Kitchener-Waterloo	963	68.4	445	31.6	1 408	100.0	942	67.9	445	32.1	1 387	100.0
London	1 758	66.9	868	33.1	2 626	100.0	1 714	65.7	893	34.3	2 607	100.0
Windsor	1 027	66.9	508	33.1	1 535	100.0	961	64.9	519	35.1	1 480	100.0
Sudbury	427	57.5	315	42.5	742	100.0	425	57.7	311	42.3	736	100.0
Thunder Bay	782	72.2	301	27.8	1 083	100.0	746	71.3	300	28.7	1 046	100.0
Winnipeg	5 345	63.0	3 144	37.0	8 489	100.0	5 115	62.5	3 071	37.5	8 186	100.0
Regina	1 433	62.4	863	37.6	2 296	100.0	1 357	60.9	872	39.1	2 229	100.0
Saskatoon	1 144	62.8	677	37.2	1 821	100.0	1 123	61.2	712	38.8	1 835	100.0
Edmonton	4 038	55.9	3 186	44.1	7 224	100.0	3 785	55.4	3 047	44.6	6 832	100.0
Calgary	2 666	58.3	1 905	41.7	4 571	100.0	2 470	56.9	1 874	43.1	4 344	100.0
Vancouver	8 331	65.3	4 431	34.7	12 762	100.0	7 781	63.9	4 387	36.1	12 168	100.0
Victoria	4 174	76.6	1 277	23.4	5 451	100.0	4 088	77.0	1 224	23.0	5 312	100.0
Total	131 478	64.6	71 892	35.4	203 370	100.0	126 569	64.5	69 724	35.5	196 294	100.0
Other locations	49 984	69.0	22 431	31.0	72 417	100.0	47 866	67.8	22 701	32.2	70 571	100.0
Grand total	181 462	65.8	94 323	34.2	275 787	100.0	174 435	65.4	92 425	34.6	266 865	100.0

^aIncludes 2 employees in 1978 and 5 in 1979 whose sex was not specified on pay documents.

Source: Department of Supply and Services

Geographic area (metropolitan area and other locations) and language group

Number and percentage of employees, by geographic area and language group, 1978 and 1979

Geographic area	1978						1979					
	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b
	No.	%	No.	%			No.	%	No.	%		
Metropolitan area	2 627	99.9	3	0.1	2 630	2 889	2 729	99.7	8	0.3	2 737	2 924
Montreal	9 858	98.0	199	2.0	10 057	11 179	10 010	97.9	212	2.1	10 222	11 094
Quebec	1 273	95.5	60	4.5	1 333	1 452	1 294	95.1	66	4.9	1 360	1 405
Montreal-Montigny	3	0.9	341	99.1	344	376	4	1.1	362	98.9	366	379
Quebec	311	4.9	6 032	95.1	6 343	7 435	331	4.9	6 424	95.1	6 755	7 380
Montreal	1 780	7.2	22 923	92.8	24 703	26 434	1 597	6.5	22 876	93.5	24 473	25 582
National Capital Region	45 962	67.4	22 200	32.6	68 162	73 337	44 869	67.1	22 046	32.9	66 915	69 754
Ottawa	374	99.7	1	0.3	375	385	360	100.0	0	0.0	360	375
Montreal	23 255	99.0	239	1.0	23 494	25 566	23 646	98.9	255	1.1	23 901	25 057
Montreal	2 841	99.1	26	0.9	2 867	3 084	2 914	99.2	23	0.8	2 937	3 001
Montreal-St. Catharines	1 151	98.2	21	1.8	1 172	1 225	1 133	98.0	23	2.0	1 156	1 181
Montreal-Waterloo	1 305	99.1	12	0.9	1 317	1 408	1 322	98.7	17	1.3	1 339	1 387
Montreal	2 343	99.4	15	0.6	2 358	2 626	2 408	99.1	21	0.9	2 429	2 607
Montreal	1 426	98.3	24	1.7	1 450	1 535	1 400	97.7	33	2.3	1 433	1 480
Montreal	551	78.3	153	21.7	704	742	538	76.3	167	23.7	705	736
Montreal Bay	1 000	99.1	9	0.9	1 009	1 083	971	99.3	7	0.7	978	1 046
Montreal	7 678	97.7	180	2.3	7 858	8 489	7 379	97.7	175	2.3	7 554	8 186
Montreal	2 049	99.5	10	0.5	2 059	2 296	1 996	99.4	12	0.6	2 008	2 229
Montreal	1 658	99.3	12	0.7	1 670	1 821	1 711	99.0	17	1.0	1 728	1 835
Montreal	6 475	98.7	88	1.3	6 563	7 224	6 187	98.4	98	1.6	6 285	6 832
Montreal	4 262	99.3	29	0.7	4 291	4 571	3 893	99.3	26	0.7	3 919	4 344
Montreal	11 304	99.1	107	0.9	11 411	12 762	11 336	99.2	97	0.8	11 433	12 168
Montreal	4 787	99.3	34	0.7	4 821	5 451	4 926	99.3	37	0.7	4 963	5 312
Total	134 273	71.8	52 718	28.2	186 991	203 370	132 954	71.5	53 002	28.5	185 956	196 294
Other locations	48 618	79.9	12 206	20.1	60 824	72 417	50 959	79.2	13 348	20.8	64 307	70 571
Total	182 891	73.8	64 924	26.2	247 815	275 787	183 913	73.5	66 350	26.5	250 263	266 865

^a Official language of employee.^b Includes 27 972 employees in 1978 and 16 602 in 1979 whose first official language was not specified.

Source: Department of Supply and Services

Table 6

Department and sex

Number and percentage of employees, by department and sex, 1978 and 1979

Department	1978						1979					
	Men		Women		Total ^a		Men		Women		Total ^a	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Post Office	44 103	73.9	15 546	26.1	59 651	100.0	43 139	73.4	15 631	26.6	58 770	
National Defence (Civilian)	25 014	72.7	9 415	27.3	34 429	100.0	24 132	71.6	9 562	28.4	33 694	
National Revenue (Customs and Excise, Taxation)	14 061	59.7	9 486	40.3	23 547	100.0	13 404	59.0	9 332	41.0	22 737	
Employment and Immigration	10 247	44.9	12 596	55.1	22 843	100.0	9 989	44.0	12 732	56.0	22 721	
Transport	16 900	84.9	2 997	15.1	19 897	100.0	16 348	85.0	2 885	15.0	19 233	
Indian Affairs and Northern Development	6 357	61.8	3 937	38.2	10 294	100.0	6 048	60.8	3 900	39.2	9 949	
Supply and Services	5 350	53.1	4 732	46.9	10 082	100.0	5 118	53.0	4 543	47.0	9 661	
Canadian Penitentiary Service	8 167	82.3	1 761	17.7	9 928	100.0	7 905	82.0	1 735	18.0	9 640	
Agriculture	7 487	76.6	2 288	23.4	9 775	100.0	7 118	77.4	2 077	22.6	9 195	
National Health and Welfare	3 698	39.6	5 646	60.4	9 344	100.0	3 415	38.7	5 413	61.3	8 828	
Public Works	6 960	79.5	1 800	20.5	8 760	100.0	6 445	79.1	1 700	20.9	8 145	
Environment ^b	9 149	79.3	2 386	20.7	11 532	100.0	4 764	78.7	1 289	21.3	6 053	
Fisheries and Oceans							3 841	79.8	970	20.2	4 811	
Statistics Canada	2 281	49.0	2 370	51.0	4 651	100.0	2 060	48.8	2 162	51.2	4 222	
Veterans Affairs	2 056	47.7	2 256	52.3	4 312	100.0	1 952	46.3	2 265	53.7	4 217	
Energy, Mines and Resources	2 770	76.6	846	23.4	3 616	100.0	2 670	76.3	831	23.7	3 501	
Royal Canadian Mounted Police (Civilian)	650	19.3	2 721	80.7	3 371	100.0	685	20.1	2 720	79.9	3 405	
Secretary of State of Canada	1 170	36.7	2 017	63.3	3 187	100.0	1 105	36.9	1 893	63.1	2 998	
External Affairs	1 844	60.5	1 202	39.5	3 046	100.0	1 841	61.5	1 152	38.5	2 995	
Public Service Commission	1 409	44.2	1 777	55.8	3 186	100.0	1 156	43.8	1 482	56.2	2 638	
Industry, Trade and Commerce	1 475	63.4	850	36.6	2 325	100.0	1 496	62.3	904	37.7	2 400	
Consumer and Corporate Affairs	1 436	59.9	961	40.1	2 397	100.0	1 333	60.6	868	39.4	2 201	
Communications	1 401	66.9	693	33.1	2 094	100.0	1 325	66.8	660	33.2	1 985	
Justice	489	47.2	547	52.8	1 036	100.0	512	47.0	577	53.0	1 089	
Regional Economic Expansion	642	56.8	489	43.2	1 131	100.0	620	57.9	450	42.1	1 070	
National Museums of Canada	614	63.5	353	36.5	967	100.0	622	64.9	337	35.1	959	
Canadian International Development Agency	542	55.9	427	44.1	969	100.0	528	55.6	422	44.4	950	
Canadian Grain Commission	812	84.0	155	16.0	967	100.0	740	82.4	158	17.6	898	
Canadian Transport Commission	477	59.6	323	40.4	800	100.0	452	60.3	298	39.7	750	
Treasury Board	421	57.3	314	42.7	735	100.0	401	57.0	302	42.9	704	
Public Archives of Canada	417	61.0	267	39.0	684	100.0	429	61.4	270	38.6	699	
Finance	354	54.1	300	45.9	654	100.0	368	55.9	290	44.1	658	
Labour	352	52.5	318	47.5	670	100.0	331	51.2	316	48.8	647	
National Library of Canada	129	27.8	335	72.2	464	100.0	134	28.3	339	71.7	473	
Canadian Radio-television and Telecommunications Commission	221	54.8	182	45.2	403	100.0	198	54.4	166	45.6	364	
National Energy Board	202	60.7	131	39.3	333	100.0	221	62.4	133	37.6	354	
Canadian Pension Commission	109	34.3	209	65.7	318	100.0	108	37.4	181	62.6	289	
Privy Council Office	119	44.2	150	55.8	269	100.0	124	45.9	146	54.1	270	
Veterans' Land Administration	162	58.9	113	41.1	275	100.0	134	55.8	106	44.2	240	
National Parole Board	72	31.0	160	69.0	232	100.0	68	30.1	158	69.9	226	
Solicitor General	111	51.2	106	48.8	217	100.0	101	51.0	97	49.0	198	
Insurance	124	64.6	68	35.4	192	100.0	122	64.9	66	35.1	188	
Public Service Staff Relations Board	89	52.4	81	47.6	170	100.0	83	50.9	80	49.1	163	
Office of the Comptroller General of Canada	74	75.5	24	24.5	98	100.0	109	68.1	51	31.9	160	
Prairie Farm Rehabilitation Administration	94	55.3	76	44.7	170	100.0	87	56.1	68	43.9	155	

Table 6 cont'd

	1978						1979					
	Men		Women		Total ^a		Men		Women		Total ^a	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Department												
Bureau of Pensions Advocates	62	47.0	70	53.0	132	100.0	80	52.6	72	47.4	152	100.0
Science and Technology	72	50.0	72	50.0	144	100.0	76	55.9	60	44.1	136	100.0
Supreme Court	68	53.5	59	46.5	127	100.0	70	53.0	62	47.0	132	100.0
Design Investment Review Agency							55	55.6	44	44.4	99	100.0
Office of the Commissioner of Official Languages	48	52.7	43	47.3	91	100.0	48	48.5	51	51.5	99	100.0
Canadian Human Rights Commission	22	34.9	41	65.1	63	100.0	33	37.1	56	62.9	89	100.0
Office of the Secretary to the Governor General	36	49.3	37	50.7	73	100.0	35	42.7	47	57.3	82	100.0
Central-Provincial Relations Office	34	44.7	42	55.3	76	100.0	39	50.0	39	50.0	78	100.0
Canadian Labour Relations Board	34	41.5	48	58.5	82	100.0	32	41.6	45	58.4	77	100.0
Supreme Court	31	56.4	24	43.6	55	100.0	30	53.6	26	46.4	56	100.0
Office of the Chief Electoral Officer	19	47.5	21	52.5	40	100.0	25	48.1	27	51.9	52	100.0
Migration Appeal Board	24	49.0	25	51.0	49	100.0	20	43.5	26	56.5	46	100.0
National Joint Commission	24	64.9	13	35.1	37	100.0	23	59.0	16	41.0	39	100.0
Reform Commission of Canada	7	21.2	26	78.8	33	100.0	9	25.7	26	74.3	35	100.0
Review Board	10	30.3	23	69.7	33	100.0	10	30.3	23	69.7	33	100.0
Board	14	48.3	15	51.7	29	100.0	13	52.0	12	48.0	25	100.0
Canadian Intergovernmental Reference Secretariat	14	51.9	13	48.1	27	100.0	12	50.0	12	50.0	24	100.0
Office of the Commissioner for Official Judicial Affairs	5	29.4	12	70.6	17	100.0	7	31.8	15	68.2	22	100.0
Veterans' Allowance Board	11	50.0	11	50.0	22	100.0	12	63.2	7	36.8	19	100.0
Office of the Co-ordinator, Status Women	0	0.0	13	100.0	13	100.0	0	0.0	14	100.0	14	100.0
Inflation Board	212	50.2	210	49.8	422	100.0	8	66.7	4	33.3	12	100.0
Review Board	7	43.8	9	56.3	16	100.0	6	50.0	6	50.0	12	100.0
Prohibitive Trade Practices Commission	5	41.7	7	58.3	12	100.0	4	33.3	8	66.7	12	100.0
Ministry of State for Economic Development							0	0.0	8	100.0	8	100.0
Office of the Administrator, Inflation Act	7	63.6	4	36.4	11	100.0	4	66.7	2	33.3	6	100.0
National Commission on Inflation							2	100.0	0	0.0	2	100.0
Indian Affairs	85	52.5	77	47.5	162	100.0	1	100.0	0	0.0	1	100.0
TOTAL	181 462	65.8	94 323	34.2	275 787	100.0	174 435	65.4	92 425	34.6	266 865	100.0

^a Less 2 employees in 1978 and 5 in 1979 whose

names not specified on pay documents.

Source: Statistics Canada, Industry, Fisheries and Environment.

Notes: Department of Supply and Services

Table 7

Department and language group

Number and percentage of employees, by department and language group, 1978 and 1979

Department	1978						1979					
	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	
	No.	%	No.	%			No.	%	No.	%		
Post Office	36 800	70.4	15 479	29.6	52 279	59 651	39 112	70.7	16 241	29.3	55 353	5
National Defence (Civilian)	25 653	81.9	5 654	18.1	31 307	34 429	25 333	81.2	5 855	18.8	31 188	3
National Revenue (Customs and Excise, Taxation)	16 797	74.7	5 676	25.3	22 473	23 547	16 288	73.9	5 756	26.1	22 044	2
Employment and Immigration	13 138	67.7	6 258	32.3	19 396	22 843	13 992	67.8	6 658	32.2	20 650	2
Transport	13 078	80.6	3 147	19.4	16 225	19 897	14 403	79.5	3 706	20.5	18 109	1
Indian Affairs and Northern Development	6 908	83.6	1 351	16.4	8 259	10 294	6 849	83.5	1 350	16.5	8 199	
Supply and Services	6 353	64.7	3 471	35.3	9 824	10 082	6 024	63.3	3 499	36.7	9 523	
Canadian Penitentiary Service	6 603	68.6	3 023	31.4	9 626	9 928	6 473	68.0	3 051	32.0	9 524	
Agriculture	7 581	81.7	1 697	18.3	9 278	9 775	7 068	80.6	1 696	19.4	8 764	
National Health and Welfare	6 510	80.8	1 547	19.2	8 057	9 344	6 125	80.3	1 498	19.7	7 623	
Public Works	6 123	72.7	2 303	27.3	8 426	8 760	5 643	71.8	2 219	28.2	7 862	
Environment ^c	9 191	87.3	1 333	12.7	10 524	11 532	5 024	84.0	956	16.0	5 980	
Fisheries and Oceans							4 358	91.5	407	8.5	4 765	
Statistics Canada	3 033	68.3	1 405	31.7	4 438	4 651	2 774	67.7	1 324	32.3	4 098	
Veterans Affairs	2 586	66.2	1 322	33.8	3 908	4 312	2 032	62.6	1 212	37.4	3 244	
Energy, Mines and Resources	2 934	84.1	556	15.9	3 490	3 616	2 875	84.2	540	15.8	3 415	
Royal Canadian Mounted Police (Civilian)	2 381	81.2	550	18.8	2 931	3 371	2 605	82.1	567	17.9	3 172	
Secretary of State of Canada	956	31.0	2 131	69.0	3 087	3 187	906	30.8	2 031	69.2	2 937	
External Affairs	2 063	69.9	890	30.1	2 953	3 046	2 044	69.9	882	30.1	2 926	
Public Service Commission	963	32.2	2 030	67.8	2 993	3 186	872	34.3	1 669	65.7	2 541	
Industry, Trade and Commerce	1 791	81.2	414	18.8	2 205	2 325	1 864	81.6	421	18.4	2 285	
Consumer and Corporate Affairs	1 641	69.4	725	30.6	2 366	2 397	1 499	69.1	671	30.9	2 170	
Communications	1 504	76.0	474	24.0	1 978	2 094	1 432	74.7	486	25.3	1 918	
Justice	706	73.2	259	26.8	965	1 036	706	69.8	305	30.2	1 011	
Regional Economic Expansion	694	69.3	307	30.7	1 001	1 131	705	69.3	312	30.7	1 017	
National Museums of Canada	673	70.3	284	29.7	957	967	673	70.6	280	29.4	953	
Canadian International Development Agency	470	51.1	449	48.9	919	969	465	49.7	471	50.3	936	
Canadian Grain Commission	863	96.2	34	3.8	897	967	755	95.6	35	4.4	790	
Canadian Transport Commission	591	75.4	193	24.6	784	800	565	75.8	180	24.2	745	
Treasury Board	448	64.8	243	35.2	691	735	426	65.4	225	34.6	651	
Public Archives of Canada	435	65.2	232	34.8	667	684	444	64.2	248	35.8	692	
Finance	399	66.8	198	33.2	597	654	423	67.5	204	32.5	627	
Labour	510	77.3	150	22.7	660	670	480	77.0	143	23.0	623	
National Library of Canada	318	70.2	135	29.8	453	464	320	69.3	142	30.7	462	
Canadian Radio-television and Telecommunications Commission	190	50.1	189	49.9	379	403	174	49.2	180	50.8	354	

e 7 cont'd

Department	1978						1979					
	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b
	No.	%	No.	%			No.	%	No.	%		
Atomic Energy Board	284	87.9	39	12.1	323	333	304	87.9	42	12.1	346	354
Canadian Pension Commission	244	85.3	42	14.7	286	318	219	84.6	40	15.4	259	289
Council Office	150	56.8	114	43.2	264	269	148	55.8	117	44.2	265	270
Indian Lands Administration	255	94.4	15	5.6	270	275	207	94.1	13	5.9	220	240
National Parole Board	141	61.8	87	38.2	228	232	135	61.1	86	38.9	221	226
Director General	132	71.4	53	28.6	185	217	126	73.7	45	26.3	171	198
Finance	155	82.4	33	17.6	188	192	151	82.1	33	17.9	184	188
Public Service Staff Relations	71	46.1	83	53.9	154	170	70	47.6	77	52.4	147	163
Office of the Comptroller General of Canada	82	85.4	14	14.6	96	98	122	80.3	30	19.7	152	160
Department of Farm Rehabilitation Administration	65	100.0	0	0.0	65	170	58	100.0	0	0.0	58	155
Board of Pensions and Compensation	103	91.2	10	8.8	113	132	118	91.5	11	8.5	129	152
Science and Technology	103	73.0	38	27.0	141	144	99	72.8	37	27.2	136	136
Supreme Court		0.0	1	100.0	1	127	56	72.7	21	27.3	77	132
Foreign Investment Review Agency	10	21.7	36	78.3	46	91	74	77.9	21	22.1	95	99
Office of the Commissioner of Official Languages							18	19.8	73	80.2	91	99
Canadian Human Rights Commission	1	50.0	1	50.0	2	63	47	73.4	17	26.6	64	89
Office of the Secretary to the Governor General	29	43.3	38	56.7	67	73	34	45.3	41	54.7	75	82
Inter-Provincial Relations	35	47.3	39	52.7	74	76	47	60.3	31	39.7	78	78
Canadian Labour Relations Board	35	43.2	46	56.8	81	82	29	39.2	45	60.8	74	77
Supreme Court	1	50.0	1	50.0	2	55	19	42.2	26	57.8	45	56
Office of the Chief Electoral Officer	9	25.7	26	74.3	35	40	10	22.2	35	77.8	45	52
Immigration Appeal Board	33	70.2	14	29.8	47	49	30	65.2	16	34.8	46	46
International Joint Commission	2	100.0	0	0.0	2	37	0	0.0	0	0.0	0	39
Reform Commission of Canada	8	26.7	22	73.3	30	33	10	29.4	24	70.6	34	35
Review Board	16	48.5	17	51.5	33	33	18	56.3	14	43.8	32	33
Board	1	50.0	1	50.0	2	29	1	33.3	2	66.7	3	25
Canadian Intergovernmental Conference Secretariat	8	32.0	17	68.0	25	27	6	27.3	16	72.7	22	24
Office of the Commissioner of Federal Judicial Affairs		0.0	1	100.0	1	17	0	0.0	0	0.0	0	22
Veterans' Allowance Board	11	52.4	10	47.6	21	22	11	68.8	5	31.3	16	19
Office of the Co-ordinator, Status of Women	2	100.0	0	0.0	2	13	0	0.0	0	0.0	0	14

Table 7 cont'd

Department	1978						1979					
	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	
	No.	%	No.	%			No.	%	No.	%		
Anti-Inflation Board	2	28.6	5	71.4	7	422	1	100.0		0.0	1	
Pension Review Board	8	61.5	5	38.5	13	16	7	63.6	4	36.4	11	
Restrictive Trade Practices Commission	7	58.3	5	41.7	12	12	7	58.3	5	41.7	12	
Ministry of State for Economic Development							0	0.0	1	100.0	1	
Office of the Administrator, Anti-Inflation Act	1	100.0	0	0.0	1	11	0	0.0	1	100.0	1	
National Commission on Inflation							0	0.0	0	0.0	0	
Urban Affairs	3	60.0	2	40.0	5	162	0	0.0	1	100.0	1	
Total	182 891	73.8	64 924	26.2	247 815	275 787	183 913	73.5	66 350	26.5	250 263	266 266

^aFirst official language of employee.^bIncludes 27 972 employees in 1978 and 16 602 in 1979 whose first official language was not specified.^cPreviously, Fisheries and Environment.

Source: Department of Supply and Services

e 8

and sex

Number and percentage of employees, by age group and sex, 1978 and 1979

Age group	1978						1979					
	Men		Women		Total ^a		Men		Women		Total ^a	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Under 20	1 024	33.4	2 043	66.6	3 067	100.0	791	36.3	1 389	63.7	2 180	100.0
20-24	12 744	44.1	16 181	55.9	28 925	100.0	10 598	41.8	14 763	58.2	25 363	100.0
25-29	27 470	57.9	19 945	42.1	47 415	100.0	25 246	56.4	19 520	43.6	44 767	100.0
30-34	28 244	69.0	12 688	31.0	40 932	100.0	29 125	67.7	13 877	32.3	43 002	100.0
35-39	19 879	70.3	8 414	29.7	28 293	100.0	20 501	69.7	8 911	30.3	29 412	100.0
40-44	17 346	69.0	7 801	31.0	25 147	100.0	17 424	68.4	8 061	31.6	25 485	100.0
45-49	18 751	70.8	7 721	29.2	26 472	100.0	18 279	70.7	7 583	29.3	25 862	100.0
50-54	20 747	71.6	8 243	28.4	28 992	100.0	19 150	71.3	7 713	28.7	26 864	100.0
55-59	22 909	75.6	7 395	24.4	30 304	100.0	21 726	75.4	7 099	24.6	28 825	100.0
60-64	11 777	76.1	3 704	23.9	15 481	100.0	11 255	76.9	3 388	23.1	14 644	100.0
65 and over	287	72.7	108	27.3	395	100.0	231	69.8	100	30.2	331	100.0
Total ^b	181 462	65.8	94 323	34.2	275 787	100.0	174 435	65.4	92 425	34.6	266 865	100.0

^a Includes 2 employees in 1978 and 5 in 1979 whose sex was not specified on pay documents.

^b Includes 364 employees in 1978 and 130 in 1979.

^c Birthdate was not specified on superannuation documents.

Source: Department of Supply and Services

e 9

and language group

Number and percentage of employees, by age group and language group, 1978 and 1979

Age group	1978						1979					
	Anglophones ^a		Francophones ^a		Anglophones and Francophones	Total ^b	Anglophones ^a		Francophones ^a		Anglophones and Francophones	Total ^b
	No.	%	No.	%			No.	%	No.	%		
Under 20	1 314	60.4	863	39.6	2 177	3 067	1 003	64.7	548	35.3	1 551	2 180
20-24	15 628	65.8	8 123	34.2	23 751	28 925	14 416	65.3	7 671	34.7	22 087	25 363
25-29	28 868	69.2	12 867	30.8	41 735	47 415	28 351	68.7	12 918	31.3	41 269	44 767
30-34	25 933	70.1	11 046	29.9	36 979	40 932	28 440	70.3	11 992	29.7	40 432	43 002
35-39	18 501	72.0	7 186	28.0	25 687	28 293	19 892	71.4	7 955	28.6	27 847	29 412
40-44	17 451	75.9	5 550	24.1	23 001	25 147	18 135	75.0	6 033	25.0	24 168	25 485
45-49	18 523	76.3	5 740	23.7	24 263	26 472	18 820	76.3	5 849	23.7	24 669	25 862
50-54	21 406	79.5	5 508	20.5	26 914	28 992	20 338	78.7	5 495	21.3	25 833	26 864
55-59	23 121	81.5	5 259	18.5	28 380	30 304	22 704	81.4	5 204	18.6	27 908	28 825
60-64	11 665	81.7	2 608	18.3	14 273	15 481	11 509	81.7	2 578	18.3	14 087	14 644
65 and over	284	87.7	40	12.3	324	395	254	85.8	42	14.2	296	331
Total ^b	182 891	73.8	64 924	26.2	247 815	275 787	183 913	73.5	66 350	26.5	250 263	266 865

^a Official language of employee.

^b Includes 27 972 employees in 1978 and 16 602 in 1979 whose first official language was not specified.

^c Includes 364 employees in 1978 and 130 in 1979.

^d Birthdate was not specified on superannuation documents.

Source: Department of Supply and Services

Table 10

Salary and sex

Number and percentage of full-time indeterminate employees, by salary group and sex, 1978 and 1979

Salary group ^b	1978						1979					
	Men		Women		Total ^a		Men		Women		Total ^a	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
7 500—7 999	217	21.7	782	78.3	999	100.0	31	53.4	27	46.6	58	
8 000—8 499	405	18.2	1 824	81.8	2 230	100.0	165	23.7	532	76.3	697	
8 500—8 999	325	15.7	1 740	84.3	2 065	100.0	112	18.8	484	81.2	596	
9 000—9 499	352	15.8	1 877	84.2	2 229	100.0	146	10.6	1 227	89.4	1 373	
9 500—9 999	2 417	43.8	3 095	56.2	5 512	100.0	306	10.7	2 566	89.3	2 873	
10 000—10 999	4 842	37.0	8 244	63.0	13 087	100.0	2 651	29.1	6 457	70.9	9 108	
11 000—11 999	6 226	47.5	6 888	52.5	13 114	100.0	3 027	37.1	5 143	62.9	8 170	
12 000—12 999	13 358	44.5	16 641	55.5	29 999	100.0	7 903	36.1	14 007	63.9	21 911	
13 000—13 999	17 013	63.2	9 913	36.8	26 926	100.0	6 032	42.0	8 319	58.0	14 351	
14 000—14 999	21 941	68.4	10 143	31.6	32 084	100.0	8 664	47.5	9 573	52.5	18 237	
15 000—15 999	13 229	74.3	4 585	25.7	17 814	100.0	31 344	76.0	9 885	24.0	41 229	
16 000—16 999	10 201	73.9	3 611	26.1	13 812	100.0	10 332	70.9	4 241	29.1	14 573	
17 000—17 999	16 393	82.2	3 552	17.8	19 945	100.0	5 955	72.1	2 301	27.9	8 256	
18 000—18 999	8 520	83.8	1 642	16.2	10 162	100.0	12 556	82.5	2 663	17.5	15 219	
19 000—19 999	8 955	83.1	1 826	16.9	10 781	100.0	8 662	84.1	1 635	15.9	10 297	
20 000—20 999	3 538	82.8	734	17.2	4 272	100.0	11 588	78.7	3 135	21.3	14 723	
21 000—21 999	5 889	86.9	891	13.1	6 780	100.0	8 442	83.9	1 621	16.1	10 063	
22 000—22 999	3 096	83.3	619	16.7	3 715	100.0	2 955	78.4	815	21.6	3 770	
23 000—23 999	2 630	86.5	412	13.5	3 042	100.0	4 560	86.8	696	13.2	5 256	
24 000—24 999	2 830	87.5	405	12.5	3 235	100.0	4 667	85.8	771	14.2	5 438	
25 000—25 999	3 278	89.9	368	10.1	3 646	100.0	2 740	85.8	454	14.2	3 194	
26 000—26 999	2 259	88.8	286	11.2	2 545	100.0	2 429	85.6	408	14.4	2 837	
27 000—27 999	2 542	92.4	209	7.6	2 751	100.0	2 377	88.2	317	11.8	2 694	
28 000—28 999	1 918	90.9	191	9.1	2 109	100.0	3 416	89.0	423	11.0	3 839	
29 000—29 999	2 508	94.6	143	5.4	2 651	100.0	1 776	92.6	142	7.4	1 918	
30 000—30 999	1 924	93.9	125	6.1	2 049	100.0	1 971	94.2	122	5.8	2 093	
31 000—31 999	2 139	97.2	61	2.8	2 200	100.0	2 230	94.9	121	5.1	2 351	
32 000—32 999	1 197	95.5	56	4.5	1 253	100.0	1 530	91.6	141	8.4	1 671	
33 000—33 999	976	95.5	46	4.5	1 022	100.0	2 187	95.6	101	4.4	2 288	
34 000—34 999	1 140	97.5	29	2.5	1 169	100.0	2 402	96.8	80	3.2	2 482	
35 000—35 999	747	97.5	19	2.5	766	100.0	1 054	96.0	44	4.0	1 098	
36 000—36 999	1 447	97.0	45	3.0	1 492	100.0	1 120	95.8	49	4.2	1 169	
37 000—37 999	573	98.6	8	1.4	581	100.0	833	94.2	51	5.8	884	
38 000—38 999	568	98.4	9	1.6	577	100.0	1 507	98.1	29	1.9	1 536	
39 000—39 999	683	96.1	28	3.9	711	100.0	493	97.8	11	2.2	504	
40 000—44 999	1 157	95.9	50	4.1	1 207	100.0	2 136	97.3	58	2.6	2 195	
45 000—49 999	236	98.7	3	1.3	239	100.0	808	95.6	36	4.3	845	
50 000 and over	54	93.1	4	6.9	58	100.0	165	97.1	5	2.9	170	
Total^c	168 350	67.4	81 563	32.6	249 915	100.0	161 402	67.2	78 807	32.8	240 213	100.0
Other ^d	13 112	50.7	12 760	49.3	25 872	100.0	13 033	48.9	13 618	51.1	26 652	100.0
Grand total	181 462	65.8	94 323	34.2	275 787	100.0	174 435	65.4	92 425	34.6	266 865	100.0

^aIncludes 2 employees in 1978 and 5 in 1979 whose sex was not specified on pay documents.^bBased on employee's annual rate of pay on December 31.^cIncludes 1 086 employees in 1978 and 247 in 1979 whose pay documents were incomplete.^dConsists of all other employees whose type of employment is other than full-time indeterminate.

Source: Department of Supply and Services

ry and language group

per and percentage of full-time indeterminate employees, by salary group and language group,
and 1979

Salary group ^b	1978						1979					
	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^c	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^c
	No.	%	No.	%			No.	%	No.	%		
0— 7 999	735	92.0	64	8.0	799	999	36	69.2	16	30.8	52	58
0— 8 499	854	65.7	445	34.3	1 299	2 230	564	90.2	61	9.8	625	697
0— 8 999	844	67.9	399	32.1	1 243	2 065	373	72.6	141	27.4	514	596
0— 9 499	1 029	68.3	477	31.7	1 506	2 229	826	68.7	376	31.3	1 202	1 373
0— 9 999	3 109	71.2	1 256	28.8	4 365	5 512	1 670	66.8	831	33.2	2 501	2 873
0— 10 999	8 347	70.5	3 493	29.5	11 840	13 087	6 090	71.3	2 454	28.7	8 544	9 108
0— 11 999	8 161	71.1	3 325	28.9	11 486	13 114	5 220	71.4	2 088	28.6	7 308	8 170
0— 12 999	19 783	72.6	7 472	27.4	27 255	29 999	14 548	70.5	6 100	29.5	20 648	21 911
0— 13 999	17 661	69.9	7 611	30.1	25 272	26 926	9 740	70.7	4 030	29.3	13 770	14 351
0— 14 999	21 494	71.3	8 666	28.7	30 160	32 084	12 464	71.2	5 036	28.8	17 500	18 237
0— 15 999	12 198	73.9	4 315	26.1	16 513	17 814	27 844	70.5	11 637	29.5	39 501	41 229
0— 16 999	9 787	75.4	3 193	24.6	12 980	13 812	10 043	71.7	3 966	28.3	14 009	14 573
0— 17 999	14 200	75.0	4 725	25.0	18 925	19 945	5 673	72.5	2 153	27.5	7 826	8 256
0— 18 999	7 155	74.7	2 427	25.3	9 582	10 162	11 396	77.2	3 366	22.8	14 762	15 219
0— 19 999	7 608	74.5	2 608	25.5	10 216	10 781	7 482	75.5	2 433	24.5	9 915	10 297
0— 20 999	3 032	76.1	950	23.9	3 982	4 272	10 444	72.9	3 881	27.1	14 325	14 723
0— 21 999	4 871	76.3	1 512	23.7	6 383	6 780	7 324	75.1	2 429	24.9	9 753	10 063
0— 22 999	2 574	73.8	913	26.2	3 487	3 715	2 695	74.1	942	25.9	3 637	3 770
0— 23 999	2 193	77.4	641	22.6	2 834	3 042	3 810	74.8	1 286	25.2	5 096	5 256
0— 24 999	2 303	75.8	736	24.2	3 039	3 235	3 975	75.8	1 268	24.2	5 243	5 438
0— 25 999	2 674	77.8	763	22.2	3 437	3 646	2 298	74.7	778	25.3	3 076	3 194
0— 26 999	1 889	78.3	522	21.7	2 411	2 545	2 061	75.1	683	24.9	2 744	2 837
0— 27 999	2 059	78.6	562	21.4	2 621	2 751	2 065	78.6	563	21.4	2 628	2 694
0— 28 999	1 560	77.7	449	22.3	2 009	2 109	2 748	73.5	989	26.5	3 737	3 839
0— 29 999	2 095	82.8	435	17.2	2 530	2 651	1 493	81.2	346	18.8	1 839	1 918
0— 30 999	1 546	80.3	380	19.7	1 926	2 049	1 678	82.8	349	17.2	2 027	2 093
0— 31 999	1 832	87.4	263	12.6	2 095	2 200	1 799	78.7	488	21.3	2 287	2 351
0— 32 999	1 007	84.6	183	15.4	1 190	1 253	1 358	83.2	274	16.8	1 632	1 671
0— 33 999	808	83.3	162	16.7	970	1 022	1 922	86.7	295	13.3	2 217	2 288
0— 34 999	937	87.4	135	12.6	1 072	1 169	2 027	84.5	372	15.5	2 399	2 482
0— 35 999	610	86.9	92	13.1	702	766	888	83.2	179	16.8	1 067	1 098
0— 36 999	1 195	86.4	188	13.6	1 383	1 492	963	85.6	162	14.4	1 125	1 169
0— 37 999	454	85.7	76	14.3	530	581	685	82.5	145	17.5	830	884
0— 38 999	454	86.0	74	14.0	528	577	1 279	87.4	185	12.6	1 464	1 536
0— 39 999	575	88.6	74	11.4	649	711	408	83.3	82	16.7	490	504
0— 44 999	944	85.8	156	14.2	1 100	1 207	1 788	86.4	281	13.6	2 069	2 195
0— 49 999	187	87.4	27	12.6	214	239	671	84.1	127	15.9	798	845
50 and over	36	75.0	12	25.0	48	58	129	83.2	26	16.8	155	170
d	169 209	73.8	59 919	26.2	229 128	249 915	168 604	73.5	60 899	26.5	229 503	240 213
e	13 682	73.2	5 005	26.8	18 687	25 872	15 309	73.7	5 451	26.3	20 760	26 652
d total	182 891	73.8	64 924	26.2	247 815	275 787	183 913	73.5	66 350	26.5	250 263	266 865

^a Official language of employee.

^b on employee's annual rate of pay on December

^c as 27 972 employees in 1978 and 16 602 in
whose first official language was not specified.

^d as 1 086 employees in 1978 and 247 in 1979
pay documents were incomplete.

^e ts of all other employees whose type of employ-
s other than full-time indeterminate.

^f Department of Supply and Services

Table 12

Category and location

Number and percentage of employees, by occupational category and job location, 1978 and 1979

Occupational category	1978						1979					
	National Capital Region		Other locations		Total		National Capital Region		Other locations		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Senior Executive ^a	1 104	83.6	217	16.4	1 321	100.0	1 099	82.1	240	17.9	1 339	100.0
Scientific and Professional	9 297	40.2	13 857	59.8	23 154	100.0	8 644	39.2	13 394	60.8	22 038	100.0
Administrative and Foreign Service	19 868	38.5	31 796	61.5	51 664	100.0	19 330	38.4	30 957	61.6	50 287	100.0
Technical	6 867	25.8	19 715	74.2	26 582	100.0	6 287	24.4	19 446	75.6	25 733	100.0
Total (officer categories)	37 040	36.1	65 606	63.9	102 646	100.0	35 279	35.5	64 028	64.5	99 307	100.0
Administrative Support	28 081	39.8	42 527	60.2	70 608	100.0	26 464	39.1	41 256	60.9	67 720	100.0
Operational	8 046	7.9	94 266	92.1	102 312	100.0	7 847	7.9	91 774	92.1	99 621	100.0
Grand total^b	73 337	26.6	202 450	73.4	275 787	100.0	69 754	26.1	197 111	73.9	266 865	100.0

^aExcluded from the grand total are 75 SXs in 1978 and 90 in 1979. See Explanatory Notes.^bIncludes 221 employees in 1978 and 217 in 1979 in the Public Service Staff Relations Board, and other employees whose positions have not been converted to one of the six occupational categories.

Source: PSC Senior Executive Information System (Senior Executive Category) and Department of Supply and Services (all other categories)

Table 13

Category and NCR

Number and percentage of employees in the National Capital Region, by occupational category, 1976 to 1979

Occupational category	1976		1977		1978		1979
	No.	%	No.	%	No.	%	No.
Senior Executive ^a	1 092	86.1	1 130	85.3	1 104	83.6	1 099
Scientific and Professional	9 669	40.3	9 728	40.2	9 297	40.2	8 644
Administrative and Foreign Service	18 786	38.2	19 522	38.2	19 868	38.5	19 330
Technical	6 765	25.9	6 946	26.0	6 867	25.8	6 287
Administrative Support	28 803	40.6	28 682	40.2	28 081	39.8	26 464
Operational	7 984	7.6	7 772	7.4	8 046	7.9	7 847
Total^b	73 437	26.5	74 212	26.5	73 337	26.6	69 754

^aIncludes 105 SXs in 1976, 110 in 1977, 96 in 1978 and 81 in 1979. See Explanatory Notes. Only data for 1976 and 1977 include acting appointments.^bIncludes 443 employees in 1976, 542 in 1977, 170 in 1978 and 164 in 1979 whose positions have not been converted to one of the six occupational categories.

Source: PSC Senior Executive Information System (Senior Executive Category) and Department of Supply and Services (all other categories)

Figure 1
Change in population
 Change in the Public Service population
 by category from 1976 to 1979

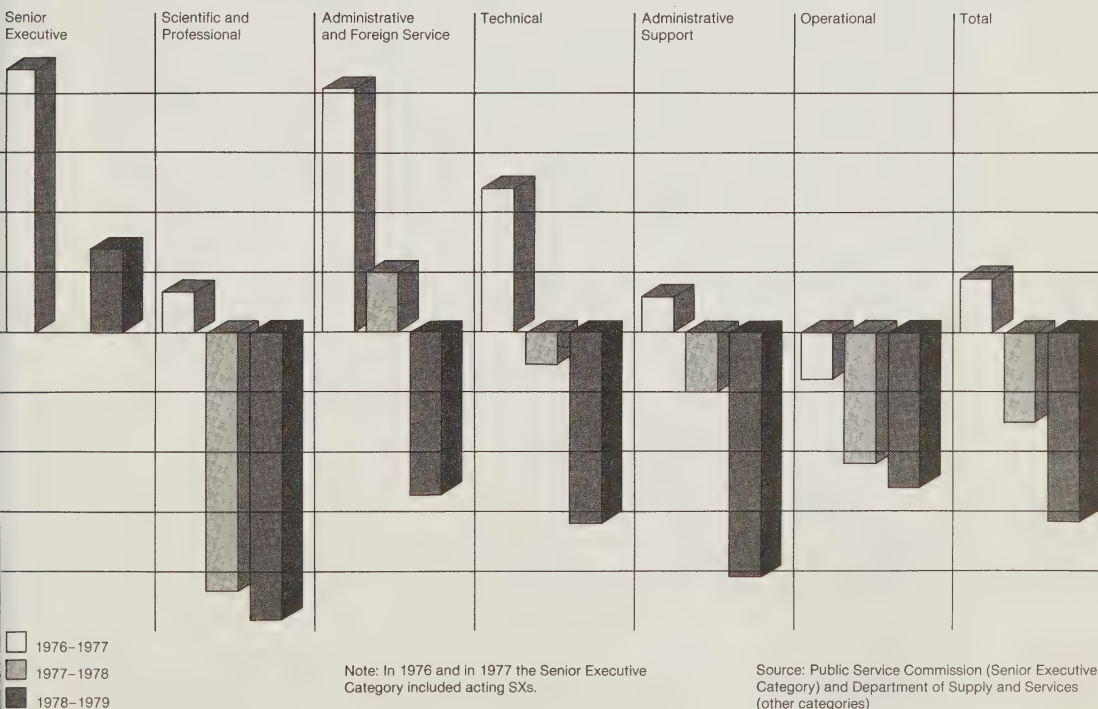


Table 14

Category, type of employment and sex

Number and percentage of employees, by occupational category, type of employment and sex, 1978 and 1979

Occupational category	Type of employment	1978						1979					
		Men		Women		Total ^a		Men		Women		Total ^a	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Senior Executive ^b	Full-time												
	• Indeterminate	1 279	97.0	40	3.0	1 319	100.0	1 285	96.3	50	3.7	1 335	100.0
	• Seasonal	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	• Specified term	2	100.0	0	0.0	2	100.0	4	100.0	0	0.0	4	100.0
	Total	1 281	97.0	40	3.0	1 321	100.0	1 289	96.3	50	3.7	1 339	100.0
	Part-time												
	• Indeterminate	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	• Seasonal	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	• Specified term	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	Total	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	Total	1 281	97.0	40	3.0	1 321	100.0	1 289	96.3	50	3.7	1 339	100.0
Scientific and Professional	Full-time												
	• Indeterminate	17 697	79.6	4 524	20.4	22 221	100.0	16 818	79.2	4 404	20.8	21 222	100.0
	• Seasonal	11	78.6	3	21.4	14	100.0	10	90.9	1	9.1	11	100.0
	• Specified term	467	64.1	262	35.9	729	100.0	370	61.5	232	38.5	602	100.0
	Total	18 175	79.1	4 789	20.9	22 964	100.0	17 198	78.8	4 637	21.2	21 835	100.0
	Part-time												
	• Indeterminate	26	15.1	146	84.9	172	100.0	21	11.7	159	88.3	180	100.0
	• Seasonal	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	• Specified term	2	11.1	16	88.9	18	100.0	4	17.4	19	82.6	23	100.0
	Total	28	14.7	162	85.3	190	100.0	25	12.3	178	87.7	203	100.0
	Total	18 203	78.6	4 951	21.4	23 154	100.0	17 223	78.2	4 815	21.8	22 038	100.0
Administrative and Foreign Service	Full-time												
	• Indeterminate	38 741	77.1	11 520	22.9	50 261	100.0	37 393	76.1	11 758	23.9	49 153	100.0
	• Seasonal	37	88.1	5	11.9	42	100.0	28	84.8	5	15.2	33	100.0
	• Specified term	754	62.5	453	37.5	1 207	100.0	552	60.1	366	39.9	918	100.0
	Total	39 532	76.7	11 978	23.3	51 510	100.0	37 973	75.8	12 129	24.2	50 104	100.0
	Part-time												
	• Indeterminate	21	17.1	102	82.9	123	100.0	25	17.1	121	82.9	146	100.0
	• Seasonal	5	100.0	0	0.0	5	100.0	15	100.0	0	0.0	15	100.0
	• Specified term	7	26.9	19	73.1	26	100.0	4	18.2	18	81.8	22	100.0
	Total	33	21.4	121	78.6	154	100.0	44	24.0	139	76.0	183	100.0
	Total	39 565	76.6	12 099	23.4	51 664	100.0	38 017	75.6	12 268	24.4	50 287	100.0
Technical	Full-time												
	• Indeterminate	22 833	90.7	2 342	9.3	25 175	100.0	22 285	90.5	2 334	9.5	24 619	100.0
	• Seasonal	222	92.1	19	7.9	241	100.0	230	87.8	32	12.2	262	100.0
	• Specified term	839	73.4	304	26.6	1 143	100.0	650	78.8	175	21.2	825	100.0
	Total	23 894	90.0	2 665	10.0	26 559	100.0	23 165	90.1	2 541	9.9	25 706	100.0
	Part-time												
	• Indeterminate	3	18.8	13	81.3	16	100.0	3	15.8	16	84.2	19	100.0
	• Seasonal	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	• Specified term	2	28.6	5	71.4	7	100.0	1	12.5	7	87.5	8	100.0
	Total	5	21.7	18	78.3	23	100.0	4	14.8	23	85.2	27	100.0
	Total	23 899	89.9	2 683	10.1	26 582	100.0	23 169	90.0	2 564	10.0	25 733	100.0

Table 14 cont'd

Occupational category	Type of employment	1978						1979					
		Men		Women		Total ^a		Men		Women		Total ^a	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Professional categories)	Full-time												
	• Indeterminate	80 471	81.4	18 425	18.6	98 896	100.0	77 695	80.7	18 542	19.3	96 239	100.0
	• Seasonal	270	90.9	27	9.1	297	100.0	268	87.6	38	12.4	306	100.0
	• Specified term	2 067	67.0	1 019	33.0	3 086	100.0	1 576	67.1	773	32.9	2 349	100.0
	Total	82 808	81.0	19 471	19.0	102 279	100.0	79 539	80.4	19 353	19.6	98 894	100.0
	Part-time												
	• Indeterminate	50	16.1	261	83.9	311	100.0	49	14.2	296	85.8	345	100.0
	• Seasonal	5	100.0	0	0.0	5	100.0	15	100.0	0	0.0	15	100.0
	• Specified term	11	21.6	40	78.4	51	100.0	9	17.0	44	83.0	53	100.0
	Total	66	18.0	301	82.0	367	100.0	73	17.7	340	82.3	413	100.0
	Total	82 874	80.7	19 772	19.3	102 646	100.0	79 612	80.2	19 693	19.8	99 307	100.0
Administrative port	Full-time												
	• Indeterminate	13 285	21.1	49 713	78.9	62 998	100.0	12 545	20.8	47 866	79.2	60 413	100.0
	• Seasonal	4	12.1	29	87.9	33	100.0	3	12.0	22	88.0	25	100.0
	• Specified term	1 299	18.3	5 801	81.7	7 100	100.0	1 190	17.8	5 495	82.2	6 686	100.0
	Total	14 588	20.8	55 543	79.2	70 131	100.0	13 738	20.5	53 383	79.5	67 124	100.0
	Part-time												
	• Indeterminate	11	3.2	329	96.8	340	100.0	15	3.8	379	96.2	394	100.0
	• Seasonal	0	0.0	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0
	• Specified term	4	2.9	132	97.1	136	100.0	9	4.5	193	95.5	202	100.0
	Total	15	3.1	462	96.9	477	100.0	24	4.0	572	96.0	596	100.0
	Total	14 603	20.7	56 005	79.3	70 608	100.0	13 762	20.3	53 955	79.7	67 720	100.0
Operational	Full-time												
	• Indeterminate	74 490	84.8	13 324	15.2	87 816	100.0	71 058	85.2	12 299	14.8	83 357	100.0
	• Seasonal	883	89.1	108	10.9	991	100.0	791	84.0	151	16.0	942	100.0
	• Specified term	4 741	90.2	516	9.8	5 257	100.0	4 657	90.4	492	9.6	5 149	100.0
	Total	80 114	85.2	13 948	14.8	94 064	100.0	76 506	85.5	12 942	14.5	89 448	100.0
	Part-time												
	• Indeterminate	3 732	45.6	4 449	54.4	8 181	100.0	4 376	43.6	5 654	56.4	10 030	100.0
	• Seasonal	0	0.0	2	100.0	2	100.0	0	0.0	0	0.0	0	0.0
	• Specified term	25	38.5	40	61.5	65	100.0	65	45.5	78	54.5	143	100.0
	Total	3 757	45.6	4 491	54.4	8 248	100.0	4 441	43.7	5 732	56.3	10 173	100.0
	Total	83 871	82.0	18 439	18.0	102 312	100.0	80 947	81.3	18 674	18.7	99 621	100.0
Other categories ^c	Full-time												
	• Indeterminate	168 350	67.4	81 563	32.6	249 915	100.0	161 402	67.2	78 807	32.8	240 213	100.0
	• Seasonal	1 157	87.6	164	12.4	1 321	100.0	1 062	83.4	211	16.6	1 273	100.0
	• Specified term	8 117	52.5	7 342	47.5	15 459	100.0	7 433	52.4	6 763	47.6	14 197	100.0
	Total	177 624	66.6	89 069	33.4	266 695	100.0	169 897	66.4	85 781	33.5	255 683	100.0
	Part-time												
	• Indeterminate	3 793	42.9	5 039	57.1	8 832	100.0	4 440	41.2	6 329	58.8	10 769	100.0
	• Seasonal	5	62.5	3	37.5	8	100.0	15	100.0	0	0.0	15	100.0
	• Specified term	40	15.9	212	84.1	252	100.0	83	20.9	315	79.1	398	100.0
	Total	3 838	42.2	5 254	57.8	9 092	100.0	4 538	40.6	6 644	59.4	11 182	100.0
	Grand total	181 462	65.8	94 323	34.2	275 787	100.0	174 435	65.4	92 425	34.6	266 865	100.0

^a Includes 2 employees in 1978 and 5 in 1979 whose sex was not specified on pay documents.

^b Excludes 1 employee in 1978 and 5 in 1979 whose sex was not specified on pay documents.

^c Includes 221 employees in 1978 and 217 in 1979 in the Public Service Staff Relations Board, and other employees whose positions have not been converted to one of the six occupational categories.

^d Includes 1 employee in 1978 and 5 in 1979 in the Public Service Staff Relations Board, and other employees whose positions have not been converted to one of the six occupational categories.

Table 15

Category, type of employment and language group

Number and percentage of employees, by occupational category, type of employment and language group, 1978 and 1979

Occupational category	Type of employment	1978						1979					
		Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b
		No.	%	No.	%			No.	%	No.	%		
Senior Executive ^c	Full-time												
	• Indeterminate	1 043	79.1	276	20.9	1 319	1 319	1 050	78.7	285	21.3	1 335	1 335
	• Seasonal	0	0.0	0	0.0	0	0	0	0.0	0	0.0	0	0
	• Specified term	2	100.0	0	0.0	2	2	4	100.0	0	0.0	4	4
	Total	1 045	79.1	276	20.9	1 321	1 321	1 054	78.7	285	21.3	1 339	1 339
	Part-time												
	• Indeterminate	0	0.0	0	0.0	0	0	0	0.0	0	0.0	0	0
	• Seasonal	0	0.0	0	0.0	0	0	0	0.0	0	0.0	0	0
	• Specified term	0	0.0	0	0.0	0	0	0	0.0	0	0.0	0	0
	Total	0	0.0	0	0.0	0	0	0	0.0	0	0.0	0	0
	Total	1 045	79.1	276	20.9	1 321	1 321	1 054	78.7	285	21.3	1 339	1 339
Scientific and Professional	Full-time												
	• Indeterminate	16 600	80.8	3 950	19.2	20 550	22 221	16 044	81.1	3 742	18.9	19 786	21 808
	• Seasonal	11	84.6	2	15.4	13	14	8	80.0	2	20.0	10	10
	• Specified term	403	76.9	121	23.1	524	729	340	74.4	117	25.6	457	606
	Total	17 014	80.7	4 073	19.3	21 087	22 964	16 392	80.9	3 861	19.1	20 253	21 859
	Part-time												
	• Indeterminate	134	88.2	18	11.8	152	172	121	86.4	19	13.6	140	160
	• Seasonal	0	0.0	0	0.0	0	0	0	0.0	0	0.0	0	0
	• Specified term	4	66.7	2	33.3	6	18	9	60.0	6	40.0	15	43
	Total	138	87.3	20	12.7	158	190	130	83.9	25	16.1	155	193
	Total	17 152	80.7	4 093	19.3	21 245	23 154	16 522	81.0	3 886	19.0	20 408	22 052
Administrative and Foreign Service	Full-time												
	• Indeterminate	34 426	73.4	12 475	26.6	46 901	50 261	34 444	72.9	12 827	27.1	47 271	49 098
	• Seasonal	36	90.0	4	10.0	40	42	28	87.5	4	12.5	32	34
	• Specified term	611	69.6	267	30.4	878	1 207	531	68.3	246	31.7	777	1 053
	Total	35 073	73.3	12 746	26.7	47 819	51 510	35 003	72.8	13 077	27.2	48 080	50 563
	Part-time												
	• Indeterminate	86	76.1	27	23.9	113	123	102	73.9	36	26.1	138	149
	• Seasonal	5	100.0	0	0.0	5	5	14	100.0	0	0.0	14	14
	• Specified term	11	57.9	8	42.1	19	26	11	61.1	7	38.9	18	25
	Total	102	74.5	35	25.5	137	154	127	74.7	43	25.3	170	193
	Total	35 175	73.3	12 781	26.7	47 956	51 664	35 130	72.8	13 120	27.2	48 250	50 756
Technical	Full-time												
	• Indeterminate	19 194	82.0	4 224	18.0	23 418	25 175	19 466	81.5	4 418	18.5	23 884	24 802
	• Seasonal	202	93.5	14	6.5	216	241	228	93.8	15	6.2	243	267
	• Specified term	607	78.4	167	21.6	774	1 143	554	80.9	131	19.1	685	1 028
	Total	20 003	82.0	4 405	18.0	24 408	26 559	20 248	81.6	4 564	18.4	24 812	25 830
	Part-time												
	• Indeterminate	7	50.0	7	50.0	14	16	11	61.1	7	38.9	18	21
	• Seasonal	0	0.0	0	0.0	0	0	0	0.0	0	0.0	0	0
	• Specified term	2	66.7	1	33.3	3	7	1	50.0	1	50.0	2	4
	Total	9	52.9	8	47.1	17	23	12	60.0	8	40.0	20	25
	Total	20 012	81.9	4 413	18.1	24 425	26 582	20 260	81.6	4 572	18.4	24 832	25 855

Table 15 cont'd

Occupational category	Type of employment	1978						1979					
		Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b
		No.	%	No.	%			No.	%	No.	%		
Professional categories)	Full-time												
	• Indeterminate	71 087	77.3	20 845	22.7	91 932	98 896	70 869	77.0	21 206	23.0	92 075	96 239
	• Seasonal	249	92.6	20	7.4	269	297	264	92.6	21	7.4	285	306
	• Specified term	1 627	74.5	556	25.5	2 183	3 086	1 428	74.3	494	25.7	1 922	2 349
	Total	72 963	77.3	21 421	22.7	94 384	102 279	72 561	77.0	21 721	23.0	94 282	98 894
	Part-time												
	• Indeterminate	227	81.4	52	18.6	279	311	234	79.1	62	20.9	296	345
	• Seasonal	5	100.0	0	0.0	5	5	14	100.0	0	0.0	14	15
	• Specified term	17	60.7	11	39.3	28	51	21	60.0	14	40.0	35	53
	Total	249	79.8	63	20.2	312	367	269	78.0	76	22.0	345	413
	Total	73 212	77.3	21 484	22.7	94 696	102 646	72 830	77.0	21 797	23.0	94 627	99 307
Administrative port	Full-time												
	• Indeterminate	40 401	69.9	17 406	30.1	57 807	62 998	39 708	69.1	17 744	30.9	57 452	60 413
	• Seasonal	22	91.7	2	8.3	24	33	19	86.4	3	13.6	22	25
	• Specified term	2 707	63.0	1 593	37.0	4 300	7 100	3 116	66.0	1 603	34.0	4 719	6 686
	Total	43 130	69.4	19 001	30.6	62 131	70 131	42 843	68.9	19 350	31.1	62 193	67 124
	Part-time												
	• Indeterminate	184	81.1	43	18.9	227	340	227	76.9	68	23.1	295	394
	• Seasonal	1	100.0	0	0.0	1	1	0	0.0	0	0.0	0	0
	• Specified term	31	62.0	19	38.0	50	136	90	76.3	28	23.7	118	202
	Total	216	77.7	62	22.3	278	477	317	76.8	96	23.2	413	596
	Total	43 346	69.5	19 063	30.5	62 409	70 608	43 160	68.9	19 446	31.1	62 606	67 720
Rational	Full-time												
	• Indeterminate	57 650	72.8	21 588	27.2	79 238	87 816	57 956	72.6	21 872	27.4	79 828	83 357
	• Seasonal	681	83.5	135	16.5	816	991	669	83.2	135	16.8	804	942
	• Specified term	2 499	77.8	715	22.2	3 214	5 257	2 462	76.8	743	23.2	3 205	5 149
	Total	60 830	73.1	22 438	26.9	83 268	94 064	61 087	72.9	22 750	27.1	83 837	89 448
	Part-time												
	• Indeterminate	5 398	74.5	1 843	25.5	7 241	8 181	6 703	74.9	2 241	25.1	8 944	10 030
	• Seasonal	2	100.0	0	0.0	2	2	0	0.0	0	0.0	0	0
	• Specified term	31	72.1	12	27.9	43	65	62	61.4	39	38.6	101	143
	Total	5 431	74.5	1 855	25.5	7 286	8 248	6 765	74.8	2 280	25.2	9 045	10 173
	Total	66 261	73.2	24 293	26.8	90 554	102 312	67 852	73.1	25 030	26.9	92 882	99 621

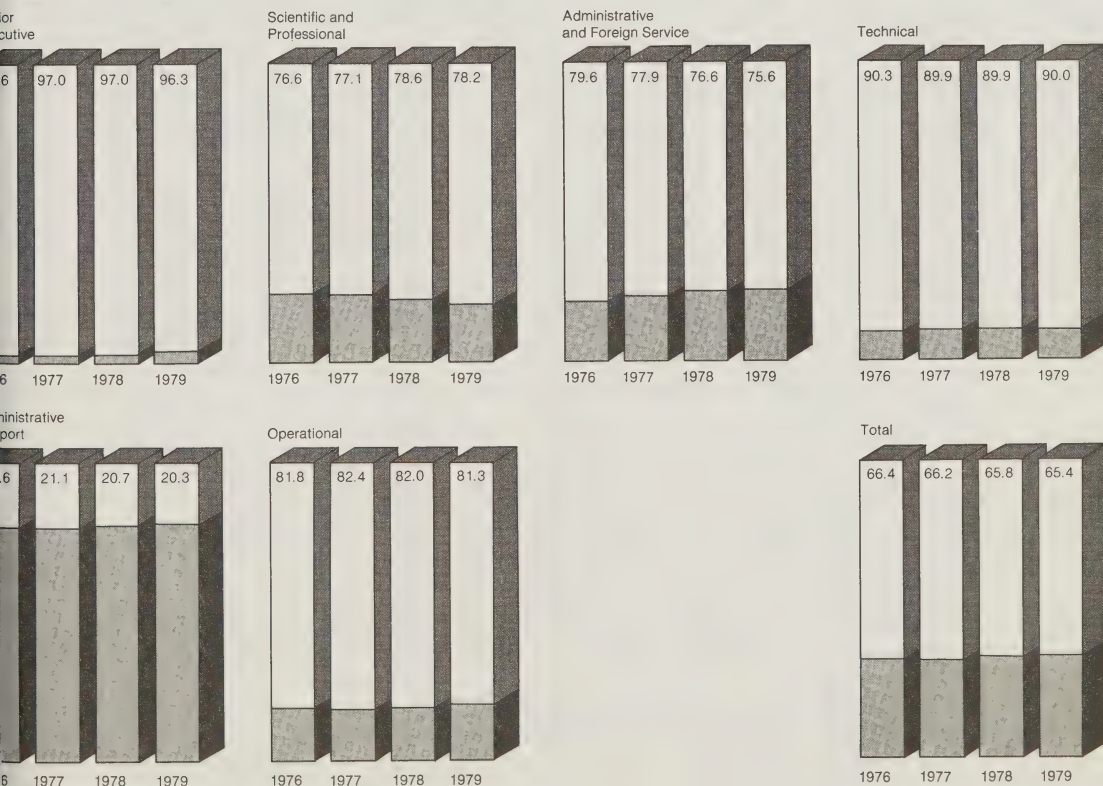
Table 15 cont'd

Occupational category	Type of employment	1978						1979						T
		Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones		
		No.	%	No.	%			No.	%	No.	%			
All categories ^d	Full-time													
	• Indeterminate	169 209	73.8	59 919	26.2	229 128	249 915	168 604	73.5	60 899	26.5	229 503	240	
	• Seasonal	952	85.8	157	14.2	1 109	1 321	952	85.7	159	14.3	1 111	1	
	• Specified term	6 834	70.4	2 868	29.6	9 702	15 459	7 006	71.2	2 840	28.8	9 846	14	
	Total	176 995	73.8	62 944	26.2	239 939	266 695	176 562	73.4	63 898	26.6	240 460	255	
	Part-time													
	• Indeterminate	5 809	75.0	1 938	25.0	7 747	8 832	7 164	75.1	2 371	24.9	9 535	10	
	• Seasonal	8	100.0	0	0.0	8	8	14	100.0	0	0.0	14		
	• Specified term	79	65.3	42	34.7	121	252	173	68.1	81	31.9	254		
	Total	5 896	74.9	1 980	25.1	7 876	9 092	7 351	75.0	2 452	25.0	9 803	11	
	Grand total	182 891	73.8	64 924	26.2	247 815	275 787	183 913	73.5	66 350	26.5	250 263	266	

^aFirst official language of employee.^bIncludes 27 972 employees in 1978 and 16 602 in 1979 whose first official language was not specified.^cExcluded from the grand total are 75 SXs in 1978 and 90 in 1979. See Explanatory Notes.^dIncludes 221 employees in 1978 and 217 in 1979 in the Public Service Staff Relations Board, and other employees whose positions have not been converted to one of the six occupational categories.

Source: PSC Senior Executive Information System (Senior Executive Category) and Department of Supply and Services (all other categories)

Figure 2
Public Service population by category
and sex, 1976 to 1979



Men
Women

Note: In 1976 and in 1977 the Senior Executive Category included acting SXs.

Source: Public Service Commission (Senior Executive Category) and Department of Supply and Services (other categories)

Table 16

Category, group and sex

Number and percentage of employees, by occupational category, group and sex, 1978 and 1979

Occupational category	Group	1978						1979					
		Men		Women		Total ^a		Men		Women		Total ^a	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Senior Executive ^b	Senior Executive (SX)	1 281	97.0	40	3.0	1 321	100.0	1 289	96.3	50	3.7	1 339	100.0
Scientific and Professional	Actuarial Science (AC)	20	95.2	1	4.8	21	100.0	21	95.5	1	4.5	22	100.0
	Agriculture (AG)	362	93.3	26	6.7	388	100.0	340	94.2	21	5.8	361	99.9
	Architecture and Town Planning (AR)	357	94.7	20	5.3	377	100.0	306	94.7	17	5.3	323	99.9
	Auditing (AU)	2 907	96.1	118	3.9	3 025	100.0	2 805	95.9	120	4.1	2 925	99.9
	Biological Sciences (BI)	762	86.7	117	13.3	879	100.0	766	86.6	119	13.4	885	100.0
	Chemistry (CH)	356	83.4	71	16.6	427	100.0	331	83.6	65	16.4	396	99.9
	Defence Scientific Service (DS)	511	96.2	20	3.8	531	100.0	515	95.9	22	4.1	537	100.0
	Dentistry (DE)	61	98.4	1	1.6	62	100.0	50	100.0	0	0.0	50	100.0
	Economics, Sociology and Statistics (ES)	2 190	86.2	352	13.8	2 542	100.0	1 964	85.8	324	14.2	2 288	99.9
	Education (ED)	1 793	51.8	1 668	48.2	3 461	100.0	1 611	50.9	1 553	49.1	3 164	99.9
	Engineering and Land Surveying (EN)	2 553	98.7	33	1.3	2 586	100.0	2 451	98.8	30	1.2	2 481	99.9
	Forestry (FO)	115	100.0	0	0.0	115	100.0	88	100.0	0	0.0	88	100.0
	Historical Research (HR)	212	75.2	70	24.8	282	100.0	200	74.6	68	25.4	268	99.9
	Home Economics (HE)	0	0.0	51	100.0	51	100.0	1	2.0	48	98.0	49	99.9
	Law (LA)	466	83.4	93	16.6	559	100.0	467	81.4	107	18.6	574	100.0
	Library Science (LS)	161	35.1	298	64.9	459	100.0	151	33.8	296	66.2	447	99.9
	Mathematics (MA)	101	77.1	30	22.9	131	100.0	90	75.6	29	24.4	119	99.9
	Medicine (MD)	313	90.2	34	9.8	347	100.0	281	89.8	32	10.2	313	99.9
	Meteorology (MT)	572	96.0	24	4.0	596	100.0	557	95.5	26	4.5	583	99.9
	Nursing (NU)	90	5.3	1 614	94.7	1 704	100.0	99	5.7	1 627	94.3	1 726	99.9
	Occupational and Physical Therapy (OP)	4	7.4	50	92.6	54	100.0	3	5.8	49	94.2	52	99.9
	Pharmacy (PH)	56	80.0	14	20.0	70	100.0	54	77.1	16	22.9	70	100.0
	Physical Sciences (PC)	564	90.1	62	9.9	626	100.0	567	90.7	58	9.3	625	99.9
	Psychology (PS)	76	81.7	17	18.3	93	100.0	74	81.3	17	18.7	91	99.9
	Scientific Regulation (SG)	477	92.3	40	7.7	517	100.0	449	92.6	36	7.4	485	99.9
	Scientific Research (SE)	2 205	97.4	58	2.6	2 263	100.0	2 074	97.4	55	2.6	2 129	99.9
	Social Work (SW)	139	77.7	40	22.3	179	100.0	130	77.8	37	22.2	167	99.9
	University Teaching (UT)	216	96.4	8	3.6	224	100.0	222	96.9	7	3.1	229	100.0
	Veterinary Science (VS)	564	96.4	21	3.6	585	100.0	556	94.1	35	5.9	591	99.9
Total		18 203	78.6	4 951	21.4	23 154	100.0	17 223	78.2	4 815	21.8	22 038	99.9

Table 16 cont'd

Occupational Category	Group	1978						1979					
		Men		Women		Total ^a		Men		Women		Total ^a	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Administrative Foreign Service	Administrative Services (AS)	6 201	70.4	2 605	29.6	8 806	100.0	6 123	69.5	2 683	30.5	8 806	100.0
	Administrative Trainee (AT)	111	56.1	87	43.9	198	100.0	103	59.9	69	40.1	172	100.0
	Commerce (CO)	1 537	94.8	85	5.2	1 622	100.0	1 575	94.2	97	5.8	1 672	100.0
	Computer Systems Administration (CS)	1 855	83.9	355	16.1	2 210	100.0	1 817	82.9	376	17.1	2 193	100.0
	Financial Administration (FI)	1 928	83.5	380	16.5	2 308	100.0	1 970	81.5	448	18.5	2 418	100.0
	Foreign Service (FS)	1 181	92.8	91	7.2	1 272	100.0	1 138	92.4	92	7.5	1 232	100.0
	Information Services (IS)	648	63.7	369	36.3	1 017	100.0	612	62.8	362	37.2	974	100.0
	Organization and Methods (OM)	718	89.3	86	10.7	804	100.0	698	87.3	102	12.8	800	100.0
	Personnel Administration (PE)	2 078	69.0	932	31.0	3 010	100.0	1 998	68.3	926	31.7	2 924	100.0
	Postal Management (PL)	510	99.0	5	1.0	515	100.0	495	99.2	4	0.8	499	100.0
	Program Administration (PM)	19 283	76.9	5 788	23.1	25 071	100.0	18 095	75.6	5 841	24.4	23 936	100.0
	Purchasing and Supply (PG)	1 468	84.6	267	15.4	1 735	100.0	1 428	84.0	271	16.0	1 699	100.0
	Translation (TR)	647	48.7	682	51.3	1 329	100.0	624	49.8	628	50.2	1 252	100.0
	Welfare Programs (WP)	1 400	79.2	367	20.8	1 767	100.0	1 341	78.4	369	21.6	1 710	100.0
	Total	39 565	76.6	12 099	23.4	51 664	100.0	38 017	75.6	12 268	24.4	50 287	100.0
Technical	Air Traffic Control (AI)	2 209	98.2	40	1.8	2 249	100.0	2 155	98.2	40	1.8	2 195	100.0
	Aircraft Operations (AO)	433	99.5	2	0.5	435	100.0	439	98.9	5	1.1	444	100.0
	Drafting and Illustration (DD)	1 692	88.8	213	11.2	1 905	100.0	1 590	89.3	191	10.7	1 781	100.0
	Educational Support (EU)	25	19.5	103	80.5	128	100.0	24	22.6	82	77.4	106	100.0
	Electronics (EL)	3 137	99.5	17	0.5	3 154	100.0	3 048	99.4	18	0.6	3 066	100.0
	Engineering and Scientific Support (EG)	6 841	86.6	1 063	13.4	7 904	100.0	6 415	86.3	1 017	13.7	7 432	100.0
	General Technical (GT)	1 988	89.8	226	10.2	2 214	100.0	1 963	90.2	214	9.8	2 177	100.0
	Photography (PY)	171	90.5	18	9.5	189	100.0	160	92.0	14	8.0	174	100.0
	Primary Products Inspection (PI)	2 666	96.6	95	3.4	2 761	100.0	2 601	95.9	110	4.1	2 711	100.0
	Radio Operations (RO)	1 129	97.7	27	2.3	1 156	100.0	1 113	97.1	33	2.9	1 146	100.0
	Ships' Officers (SO)	1 390	97.7	33	2.3	1 423	100.0	1 365	97.8	30	2.2	1 395	100.0
	Social Science Support (SI)	942	53.0	834	47.0	1 776	100.0	1 047	56.8	797	43.2	1 844	100.0
	Technical Inspection (TI)	1 276	99.1	12	0.9	1 288	100.0	1 249	99.0	13	1.0	1 262	100.0
	Total	23 899	89.9	2 683	10.1	26 582	100.0	23 169	90.0	2 564	10.0	25 733	100.0
Administrative Support	Clerical and Regulatory (CR)	12 768	25.0	38 367	75.0	51 135	100.0	11 968	24.3	37 316	75.7	49 285	100.0
	Communications (CM)	527	60.9	338	39.1	865	100.0	492	58.9	343	41.1	835	100.0
	Data Processing (DA)	871	29.5	2 079	70.5	2 950	100.0	864	29.4	2 071	70.6	2 935	100.0
	Office Equipment Operation (OE)	240	42.9	320	57.1	560	100.0	218	45.6	260	54.4	478	100.0
	Secretarial, Steno-graphic, Typing (ST)	197	1.3	14 901	98.7	15 098	100.0	220	1.6	13 965	98.4	14 187	100.0
	Total	14 603	20.7	56 005	79.3	70 608	100.0	13 762	20.3	53 955	79.7	67 720	100.0

Table 16 cont'd

Occupational category	Group	1978						1979					
		Men		Women		Total ^a		Men		Women		Total ^a	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Operational	Correction (CX)	4 480	98.3	76	1.7	4 556	100.0	4 287	98.1	81	1.9	4 368	100.0
	Firefighters (FR)	1 466	99.7	4	0.3	1 470	100.0	1 448	99.7	4	0.3	1 452	100.0
	General Labour and Trades (GL)	18 680	99.1	168	0.9	18 848	100.0	17 847	99.0	184	1.0	18 031	100.0
	General Services (GS)	9 410	75.5	3 053	24.5	12 463	100.0	8 951	73.8	3 170	26.2	12 121	100.0
	Heat, Power and Stationary Plant Operation (HP)	2 767	99.7	7	0.3	2 774	100.0	2 608	99.7	7	0.3	2 615	100.0
	Hospital Services (HS)	1 244	45.4	1 495	54.6	2 739	100.0	1 145	43.9	1 462	56.1	2 607	100.0
	Lightkeepers (LI)	477	97.9	10	2.1	487	100.0	443	99.3	3	0.7	446	100.0
	Postal Operations (PO)	37 541	80.1	9 349	19.9	46 890	100.0	37 067	78.9	9 884	21.1	46 951	100.0
	Postal Revenue Subgroup B (RV) ^c	2 082	35.1	3 843	64.8	5 927	99.9	1 504	30.5	3 429	69.5	4 933	100.0
	Printing Operations (PR)	788	66.0	406	34.0	1 194	100.0	814	65.8	423	34.2	1 237	100.0
	Ship Repair (SR)	2 717	99.9	2	0.1	2 719	100.0	2 675	99.9	4	0.1	2 679	100.0
	Ships' Crews (SC)	2 219	98.8	26	1.2	2 245	100.0	2 158	98.9	23	1.1	2 181	100.0
	Total	83 871	82.0	18 439	18.0	102 312	100.0	80 947	81.3	18 674	18.7	99 621	100.0
	Grand total^d	181 462	65.8	94 323	34.2	275 787	100.0	174 435	65.4	92 425	34.6	266 865	100.0

^aIncludes 2 employees in 1978 and 5 in 1979 whose sex was not specified on pay documents.

^bExcluded from the grand total are 75 SXs in 1978 and 90 in 1979. See Explanatory Notes.

^cDue to a review of the population in this group, the 1978 figure for sub-group B is now 4 888.

^dIncludes 221 employees in 1978 and 217 in 1979 in the Public Service Staff Relations Board, and other employees whose positions have not been converted to one of the six occupational categories.

Source: PSC Senior Executive Information System (Senior Executive Category) and Department of Supply and Services (all other categories)

Category, group and language group

Number and percentage of employees, by occupational category, group and language group, 1978

1979

Occupational category	Group	1978						1979					
		Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b
		No.	%	No.	%			No.	%	No.	%		
Senior Executive ^c	Senior Executive (SX)	1 045	79.1	276	20.9	1 321	1 321	1 054	78.7	285	21.3	1 339	1 339
Scientific and Professional	Actuarial Science (AC)	11	52.4	10	47.6	21	21	12	54.5	10	45.5	22	22
	Agriculture (AG)	315	82.9	65	17.1	380	388	292	82.3	63	17.7	355	361
	Architecture and Town Planning (AR)	282	81.7	63	18.3	345	377	261	85.6	44	14.4	305	323
	Auditing (AU)	2 280	76.4	706	23.6	2 986	3 025	2 195	75.5	712	24.5	2 907	2 925
	Biological Sciences (BI)	743	90.8	75	9.2	818	879	777	89.3	93	10.7	870	885
	Chemistry (CH)	375	89.7	43	10.3	418	427	349	89.0	43	11.0	392	396
	Defence Scientific Service (DS)	430	83.7	84	16.3	514	531	433	82.6	91	17.4	524	537
	Dentistry (DE)	49	84.5	9	15.5	58	62	37	88.1	5	11.9	42	50
	Economics, Sociology and Statistics (ES)	2 038	86.4	321	13.6	2 359	2 542	1 864	86.3	296	13.7	2 160	2 288
	Education (ED)	1 589	53.9	1 357	46.1	2 946	3 461	1 488	56.5	1 145	43.5	2 633	3 164
	Engineering and Land Surveying (EN)	2 100	89.6	245	10.4	2 345	2 586	2 100	89.2	253	10.8	2 353	2 481
	Forestry (FO)	97	89.0	12	11.0	109	115	74	88.1	10	11.9	84	88
	Historical Research (HR)	186	70.7	77	29.3	263	282	180	71.4	72	28.6	252	268
	Home Economics (HE)	37	82.2	8	17.8	45	51	36	87.8	5	12.2	41	49
	Law (LA)	383	76.3	119	23.7	502	559	396	75.0	132	25.0	528	574
	Library Science (LS)	359	82.7	75	17.3	434	459	354	82.5	75	17.5	429	447
	Mathematics (MA)	112	87.5	16	12.5	128	131	102	87.9	14	12.1	116	119
	Medicine (MD)	263	84.8	47	15.2	310	347	243	83.5	48	16.5	291	313
	Meteorology (MT)	501	89.8	57	10.2	558	596	501	87.3	73	12.7	574	583
	Nursing (NU)	1 153	86.9	174	13.1	1 327	1 704	1 081	87.2	159	12.8	1 240	1 726
	Occupational and Physical Therapy (OP)	39	88.6	5	11.4	44	54	38	95.0	2	5.0	40	52
	Pharmacy (PH)	52	77.6	15	22.4	67	70	50	76.9	15	23.1	65	70
	Physical Sciences (PC)	559	94.6	32	5.4	591	626	574	94.4	34	5.6	608	625
	Psychology (PS)	58	66.7	29	33.3	87	93	61	69.3	27	30.7	88	91
	Scientific Regulation (SG)	400	80.2	99	19.8	499	517	385	79.9	97	20.1	482	485
	Scientific Research (SE)	2 058	94.3	125	5.7	2 183	2 263	1 973	94.2	121	5.8	2 094	2 129
	Social Work (SW)	120	80.0	30	20.0	150	179	112	79.4	29	20.6	141	167
	University Teaching (UT)	129	66.8	64	33.2	193	224	137	65.6	72	34.4	209	229
	Veterinary Science (VS)	434	76.8	131	23.2	565	585	417	74.1	146	25.9	563	591
Total		17 152	80.7	4 093	19.3	21 245	23 154	16 522	81.0	3 886	19.0	20 408	22 038

Table 17 cont'd

Occupational category	Group	1978						1979					
		Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b
		No.	%	No.	%			No.	%	No.	%		
Administrative and Foreign Service	Administrative Services (AS)	5 800	71.4	2 318	28.6	8 118	8 806	5 933	70.4	2 490	29.6	8 423	8 118
	Administrative Trainee (AT)	114	71.7	45	28.3	159	198	117	72.2	45	27.8	162	159
	Commerce (CO)	1 257	85.0	222	15.0	1 479	1 622	1 350	85.1	237	14.9	1 587	1 479
	Computer Systems Administration (CS)	1 718	82.2	373	17.8	2 091	2 210	1 742	81.1	405	18.9	2 147	2 091
	Financial Administration (FI)	1 633	77.5	475	22.5	2 108	2 308	1 772	77.0	528	23.0	2 300	2 108
	Foreign Service (FS)	949	77.7	272	22.3	1 221	1 272	912	77.7	261	22.3	1 173	1 221
	Information Services (IS)	649	69.4	286	30.6	935	1 017	648	68.8	294	31.2	942	935
	Organization and Methods (OM)	624	83.0	128	17.0	752	804	624	81.8	139	18.2	763	752
	Personnel Administration (PE)	1 897	70.3	802	29.7	2 699	3 010	1 879	68.4	868	31.6	2 747	2 699
	Postal Management (PL)	338	71.0	138	29.0	476	515	331	70.0	142	30.0	473	476
	Program Administration (PM)	17 364	74.6	5 925	25.4	23 289	25 071	17 113	74.1	5 969	25.9	23 082	23 289
	Purchasing and Supply (PG)	1 380	82.1	300	17.9	1 680	1 735	1 348	81.1	314	18.9	1 662	1 680
	Translation (TR)	189	14.5	1 110	85.5	1 299	1 329	189	15.5	1 031	84.5	1 220	1 299
	Welfare Programs (WP)	1 263	76.5	387	23.5	1 650	1 767	1 172	74.7	397	25.3	1 569	1 650
	Total	35 175	73.3	12 781	26.7	47 956	51 664	35 130	72.8	13 120	27.2	48 250	50 450
Technical	Air Traffic Control (AI)	1 876	89.4	222	10.6	2 098	2 249	1 907	88.6	245	11.4	2 152	2 098
	Aircraft Operations (AO)	310	88.6	40	11.4	350	435	369	85.8	61	14.2	430	435
	Drafting and Illustration (DD)	1 407	79.4	366	20.6	1 773	1 905	1 363	79.2	358	20.8	1 721	1 773
	Educational Support (EU)	70	70.0	30	30.0	100	128	66	77.6	19	22.4	85	100
	Electronics (EL)	2 309	81.7	517	18.3	2 826	3 154	2 407	80.7	574	19.3	2 981	2 826
	Engineering and Scientific Support (EG)	6 176	83.7	1 204	16.3	7 380	7 904	6 017	83.7	1 175	16.3	7 192	7 380
	General Technical (GT)	1 656	82.2	358	17.8	2 014	2 214	1 723	82.3	370	17.7	2 093	2 014
	Photography (PY)	143	79.0	38	21.0	181	189	134	78.8	36	21.2	170	181
	Primary Products Inspection (PI)	2 053	77.4	600	22.6	2 653	2 761	2 007	77.4	587	22.6	2 594	2 653
	Radio Operation (RO)	844	88.4	111	11.6	955	1 156	942	86.7	145	13.3	1 087	955
	Ships' Officers (SO)	1 029	83.5	203	16.5	1 232	1 423	1 070	82.4	229	17.6	1 299	1 232
	Social Science Support (SI)	1 174	70.9	482	29.1	1 656	1 776	1 274	70.8	525	29.2	1 799	1 656
	Technical Inspection (TI)	965	80.0	242	20.0	1 207	1 288	981	79.8	248	20.2	1 229	1 207
	Total	20 012	81.9	4 413	18.1	24 425	26 582	20 260	81.6	4 572	18.4	24 832	25 732
Administrative Support	Clerical and Regulatory (CR)	31 459	69.7	13 682	30.3	45 141	51 135	31 493	69.1	14 090	30.9	45 583	49 227
	Communications (CM)	662	79.8	168	20.2	830	865	648	79.9	163	20.1	811	830
	Data Processing (DA)	1 741	68.4	806	31.6	2 547	2 950	1 843	69.5	808	30.5	2 651	2 547
	Office Equipment Operation (OE)	312	65.7	163	34.3	475	560	294	67.6	141	32.4	435	475
	Secretarial, Stenographic, Typing (ST)	9 172	68.4	4 244	31.6	13 416	15 098	8 882	67.7	4 244	32.3	13 126	14 098
	Total	43 346	69.5	19 063	30.5	62 409	70 608	43 160	68.9	19 446	31.1	62 606	67 708

Table 17 cont'd

Occupational category	Group	1978						1979					
		Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b	Anglophones ^a		Francophones ^a		Anglo- phones and Franco- phones	Total ^b
		No.	%	No.	%			No.	%	No.	%		
Operational	Correction (CX)	2 968	66.2	1 513	33.8	4 481	4 556	2 808	64.6	1 540	35.4	4 348	4 368
	Firefighters (FR)	1 179	86.6	182	13.4	1 361	1 470	1 205	86.3	192	13.7	1 397	1 452
	General Labour and Trades (GL)	12 604	76.9	3 793	23.1	16 397	18 848	12 322	76.1	3 867	23.9	16 189	18 031
	General Services (GS)	8 621	75.2	2 845	24.8	11 466	12 463	8 527	75.0	2 848	25.0	11 375	12 121
	Heat, Power and Stationary Plant Operation (HP)	2 043	78.3	566	21.7	2 609	2 774	1 933	77.6	559	22.4	2 492	2 615
	Hospital Services (HS)	1 600	66.0	823	34.0	2 423	2 739	1 312	63.3	760	36.7	2 072	2 607
	Lightkeepers (LI)	403	89.8	46	10.2	449	487	377	89.8	43	10.2	420	446
	Postal Operations (PO)	30 719	70.9	12 608	29.1	43 327	46 890	31 664	71.2	12 813	28.8	44 477	46 951
	Postal Revenue Subgroup B (RV) ^d	1 860	68.4	860	31.6	2 720	5 927	3 260	70.9	1 335	29.1	4 595	4 933
	Printing Operations (PR)	471	40.9	681	59.1	1 152	1 194	483	39.3	747	60.7	1 230	1 237
	Ship Repair (SR)	2 329	98.1	44	1.9	2 373	2 719	2 277	98.3	39	1.7	2 316	2 679
	Ships' Crews (SC)	1 464	81.5	332	18.5	1 796	2 245	1 684	85.4	287	14.6	1 971	2 181
	Total	66 261	73.2	24 293	26.8	90 554	102 312	67 852	73.1	25 030	26.9	92 882	99 621
	Grand total^a	182 891	73.8	64 924	26.2	247 815	275 787	183 913	73.5	66 350	26.5	250 263	266 865

^a Official language of employee.

^b Includes 27 972 employees in 1978 and 16 602 in 1979 whose first official language was not specified.

^c Excluded from the grand total are 75 SXs in 1978 and 1979.

^d 1979. See Explanatory Notes.

^e For a review of the population in this group, the figure for sub-group B is now 4 888.

^f Includes 221 employees in 1978 and 217 in 1979 in the

of the Service Staff Relations Board, and other

employees whose positions have not been converted

to one of the six occupational categories.

Source: PSC Senior Executive Information System

(Senior Executive Category) and Department of

Supply and Services (all other categories)

Table 18

Senior executives, acting, equivalents and sex

Number and percentage of senior executives, by level and sex; number and percentage of SX acting and equivalents, by sex, 1978 and 1979

	1978						1979					
	Men		Women		Total		Men		Women		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
SX, acting and equivalents												
SX 1	630	96.5	23	3.5	653	100.0	637	95.2	32	4.8	669	100.0
SX 2	471	97.5	12	2.5	483	100.0	470	97.5	12	2.5	482	100.0
SX 3	168	97.1	5	2.9	173	100.0	170	96.6	6	3.4	176	100.0
SX 4	12	100.0	0	0.0	12	100.0	12	100.0	0	0.0	12	100.0
Total	1 281	97.0	40	3.0	1 321	100.0	1 289	96.3	50	3.7	1 339	100.0
SX acting	35	100.0	0	0.0	35	100.0	22	91.7	2	8.3	24	100.0
Total	1 316	97.1	40	2.9	1 356	100.0	1 311	96.2	52	3.8	1 363	100.0
SX equivalents	418	98.6	6	1.4	424	100.0	419	98.1	8	1.9	427	100.0
Grand total	1 734	97.4	46	2.6	1 780	100.0	1 730	96.6	60	3.4	1 790	100.0

Source: PSC Senior Executive Information System
for SXs and Data STREAM for SX equivalents

Table 19

Senior executives, acting, equivalents and language group

Number and percentage of senior executives, by level and language group; number and percentage of SX acting and equivalents, by language group, 1978 and 1979

	1978						1979					
	Anglophones ^a		Francophones ^a		Total		Anglophones ^a		Francophones ^a		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
SX, acting and equivalents												
SX 1	511	78.3	142	21.7	653	100.0	515	77.0	154	23.0	669	100.0
SX 2	394	81.6	89	18.4	483	100.0	392	81.3	90	18.7	482	100.0
SX 3	130	75.1	43	24.9	173	100.0	136	77.3	40	22.7	176	100.0
SX 4	10	83.3	2	16.7	12	100.0	11	91.7	1	8.3	12	100.0
Total	1 045	79.1	276	20.9	1 321	100.0	1 054	78.7	285	21.3	1 339	100.0
SX acting	30	85.7	5	14.3	35	100.0	20	83.3	4	16.7	24	100.0
Total	1 075	79.3	281	20.7	1 356	100.0	1 074	78.8	289	21.2	1 363	100.0
SX equivalents	385	90.8	39	9.2	424	100.0	378	88.5	46	10.8	427 ^b	100.0
Grand total	1 460	82.0	320	18.0	1 780	100.0	1 452	81.1	335	18.7	1 790	100.0

^aFirst official language of employee.

^bIncludes 3 employees whose language group was not specified.

Source: PSC Senior Executive Information System
for SXs and Data STREAM for SX equivalents

Table 20

Women in the Senior Executive CategoryNumber and percentage of women in the Senior Executive Category^a, by department, 1979

Department	Women		Total employees in category
	No.	%	
Canadian Radio-television and Telecommunications Commission	1	20.0	5
Public Service Staff Relations Board	1	14.3	7
Indian Affairs and Northern Development	6	12.8	47
Treasury Board	10	11.2	89
External Affairs	1	8.3	12
Departments with fewer than 100 employees	5	8.1	62
Privy Council Office	2	7.1	28
Consumer and Corporate Affairs	2	6.9	29
National Health and Welfare	4	6.8	59
Fisheries and Oceans	2	5.6	36
Finance	2	5.1	39
Regional Economic Expansion	2	5.0	40
Canadian Penitentiary Service	1	5.0	20
Public Service Commission	1	4.0	25
Employment and Immigration	3	3.8	78
Statistics Canada	1	3.7	27
Secretary of State of Canada	1	3.4	29
Communications	1	3.2	31
Canadian International Development Agency	1	3.0	33
Transport	2	2.2	90
Supply and Services	1	1.4	72
Agriculture	0	0.0	38
Canadian Transport Commission	0	0.0	12
Energy, Mines and Resources	0	0.0	39
Environment	0	0.0	64
Foreign Investment Review Agency	0	0.0	7
Industry, Trade and Commerce	0	0.0	77
Insurance	0	0.0	2
Justice	0	0.0	7
Labour	0	0.0	16
National Defence (Civilian)	0	0.0	23
National Energy Board	0	0.0	9
National Museums of Canada	0	0.0	4
National Parole Board	0	0.0	1
National Revenue (Customs and Excise, Taxation)	0	0.0	61
Post Office	0	0.0	34
Public Archives of Canada	0	0.0	2
Public Works	0	0.0	43
Science and Technology	0	0.0	20
Solicitor General	0	0.0	11
Veterans Affairs	0	0.0	11

^aSome executives are seconded to other departments; numbers and percentages are calculated on employee's department.

Source: PSC Senior Executive Information System for SXs and Data STREAM for SX equivalents

Table 21

Women in senior executive equivalent groups and levels

Number and percentage of women in senior executive (SX) equivalent groups and levels, by department, 1979

Department	Women		Total S equivalents
	No.	%	
Veterans Affairs	1	25.0	
National Museums of Canada	1	16.7	
Statistics Canada	1	5.3	
Justice	2	4.9	
National Health and Welfare	2	3.6	
Agriculture	1	2.4	
Canadian International Development Agency	0	0.0	
Canadian Penitentiary Service	0	0.0	
Canadian Radio-television and Telecommunications Commission	0	0.0	
Canadian Transport Commission	0	0.0	
Communications	0	0.0	
Consumer and Corporate Affairs	0	0.0	
Departments with fewer than 100 employees	0	0.0	
Employment and Immigration	0	0.0	
Energy, Mines and Resources	0	0.0	
Environment	0	0.0	
External Affairs	0	0.0	
Finance	0	0.0	
Fisheries and Oceans	0	0.0	
Indian Affairs and Northern Development	0	0.0	
Industry, Trade and Commerce	0	0.0	
National Defence (Civilian)	0	0.0	
National Energy Board	0	0.0	
National Parole Board	0	0.0	
National Revenue (Customs and Excise, Taxation)	0	0.0	
Public Archives of Canada	0	0.0	
Public Service Commission	0	0.0	
Public Service Staff Relations Board	0	0.0	
Public Works	0	0.0	
Regional Economic Expansion	0	0.0	
Science and Technology	0	0.0	
Solicitor General	0	0.0	
Transport	0	0.0	

Source: PSC Data STREAM

Table 22**Women in the Scientific and Professional Category**Number and percentage of women in the Scientific and Professional Category^a, by department, 1979

Department	Women		Total employees in category
	No.	%	
Federal Court	1	100.0	1
Veterans Affairs	576	83.7	688
National Library of Canada	115	65.0	177
Royal Canadian Mounted Police (Civilian)	4	57.1	7
National Health and Welfare	1 152	55.2	2 088
Public Service Commission	492	53.3	923
Indian Affairs and Northern Development	968	41.4	2 339
External Affairs	10	34.5	29
National Parole Board	1	33.3	3
Secretary of State of Canada	11	31.4	35
Canadian Penitentiary Service	158	30.2	524
Solicitor General	9	30.0	30
National Museums of Canada	29	29.6	98
Public Archives of Canada	30	26.8	112
Privy Council Office	1	25.0	4
Science and Technology	3	23.1	13
Statistics Canada	140	20.5	683
Justice	100	20.0	501
Industry, Trade and Commerce	13	19.7	66
Treasury Board	9	19.1	47
Departments with fewer than 100 employees	8	18.2	44
National Defence (Civilian)	263	16.5	1 594
Employment and Immigration	32	15.4	208
Finance	30	13.5	223
Canadian Pension Commission	5	12.8	39
Canadian Grain Commission	3	12.5	24
Canadian Radio-television and Telecommunications Commission	4	12.5	32
Foreign Investment Review Agency	1	12.5	8
Post Office	10	10.4	96
Regional Economic Expansion	6	9.1	66
Canadian International Development Agency	5	8.3	60
Consumer and Corporate Affairs	20	7.9	253
Fisheries and Oceans	68	7.6	899
Canadian Transport Commission	12	7.4	163
Agriculture	149	7.1	2 103
Labour	3	6.5	46
National Energy Board	9	6.5	139
Supply and Services	20	6.5	306
Energy, Mines and Resources	69	6.4	1 082
Bureau of Pensions Advocates	2	6.3	32
Insurance	1	5.6	18
Environment	98	5.2	1 879
National Revenue (Customs and Excise, Taxation)	114	4.3	2 676
Transport	31	4.1	753
Communications	12	3.9	311
Public Works	17	3.1	542
Prairie Farm Rehabilitation Administration	1	1.4	72
Office of the Comptroller General of Canada	0	0.0	2

^aSX equivalents belonging to this category are also shown in Table 21.

Source: Department of Supply and Services

Table 23

Women in the Administrative and Foreign Service Category

Number and percentage of women in the Administrative and Foreign Service Category^a, by department, 1979

Department	Women		Total employees in category
	No.	%	
Secretary of State of Canada	930	50.2	1
Justice	40	46.5	
National Library of Canada	12	41.4	
National Parole Board	30	41.1	
National Museums of Canada	74	40.4	
Royal Canadian Mounted Police (Civilian)	70	38.9	
Public Service Commission	290	38.3	
Canadian Pension Commission	14	35.9	
Departments with fewer than 100 employees	98	35.1	
National Health and Welfare	458	34.7	1
Finance	42	33.9	
Solicitor General	24	33.3	
Employment and Immigration	3 285	30.5	10
Privy Council Office	21	30.0	
Communications	112	29.3	
Science and Technology	16	28.1	
Consumer and Corporate Affairs	169	27.8	
Statistics Canada	172	27.0	
Indian Affairs and Northern Development	605	26.6	2
Treasury Board	92	26.1	
Canadian Radio-television and Telecommunications Commission	44	25.9	
National Energy Board	15	25.0	
Labour	69	24.5	
Energy, Mines and Resources	75	23.9	
Canadian International Development Agency	113	23.5	
Environment	163	23.2	
Supply and Services	639	22.3	2
Veterans Affairs	139	21.9	
Canadian Transport Commission	48	21.8	
National Revenue (Customs and Excise, Taxation)	2 405	21.8	11
Agriculture	131	19.7	
Fisheries and Oceans	100	19.7	
Office of the Comptroller General of Canada	21	19.3	
Public Archives of Canada	22	18.2	
Transport	382	18.2	2
Public Works	187	17.0	1
Insurance	18	16.7	
National Defence (Civilian)	256	16.5	1
Canadian Penitentiary Service	265	16.3	1
Federal Court	7	15.6	
Regional Economic Expansion	83	15.6	
Canadian Grain Commission	4	14.8	
Foreign Investment Review Agency	6	14.6	
Industry, Trade and Commerce	187	13.4	1
External Affairs	126	12.6	
Bureau of Pensions Advocates	3	11.5	
Post Office	200	8.5	2
Veterans' Land Administration	6	7.1	

^aSX equivalents belonging to this category are also shown in Table 21.

Source: Department of Supply and Services

Table 24**Women in the Technical Category**

Number and percentage of women in the Technical Category, by department, 1979

Department	Women		Total employees in category
	No.	%	
Foreign Investment Review Agency	4	100.0	4
Privy Council Office	1	100.0	1
Science and Technology	4	100.0	4
National Library of Canada	34	85.0	40
Secretary of State of Canada	25	78.1	32
Veterans Affairs	46	71.9	64
Solicitor General	2	66.7	3
Justice	19	59.4	32
Departments with fewer than 100 employees	10	55.6	18
Treasury Board	6	50.0	12
Labour	15	48.4	31
Finance	15	42.9	35
Employment and Immigration	29	42.6	68
National Health and Welfare	280	39.8	703
Statistics Canada	248	37.7	657
Public Archives of Canada	41	36.0	114
Royal Canadian Mounted Police (Civilian)	23	35.9	64
Regional Economic Expansion	10	33.3	30
Public Service Commission	37	32.2	115
National Energy Board	10	31.3	32
Industry, Trade and Commerce	16	28.6	56
Canadian Penitentiary Service	71	27.3	260
Canadian Radio-television and Telecommunications Commission	5	26.3	19
National Museums of Canada	67	26.0	258
Canadian International Development Agency	3	21.4	14
Indian Affairs and Northern Development	226	20.6	1 096
Canadian Transport Commission	13	19.1	68
External Affairs	17	13.9	122
Agriculture	430	12.9	3 342
Supply and Services	12	11.5	104
Energy, Mines and Resources	117	11.1	1 054
Canadian Grain Commission	40	10.8	370
National Revenue (Customs and Excise, Taxation)	22	10.6	207
Fisheries and Oceans	141	7.6	1 851
Environment	154	7.4	2 090
Consumer and Corporate Affairs	26	5.2	501
Communications	29	4.9	596
National Defence (Civilian)	96	3.6	2 697
Public Works	36	3.3	1 075
Post Office	5	2.9	171
Transport	179	2.3	7 722
Bureau of Pensions Advocates	0	0.0	1

Source: Department of Supply and Services

Table 25

Women in the Administrative Support Category

Number and percentage of women in the Administrative Support Category, by department, 1979

Department	Women		Total employ- in categ
	No.	%	
Royal Canadian Mounted Police (Civilian)	2 517	92.4	2
Justice	417	91.0	
Secretary of State of Canada	927	88.5	1
Treasury Board	184	88.5	
Office of the Comptroller General of Canada	30	88.2	
Science and Technology	36	87.8	
National Energy Board	99	87.6	
Industry, Trade and Commerce	688	87.3	
Public Service Commission	639	86.9	
Regional Economic Expansion	349	86.6	
National Parole Board	127	86.4	
Communications	506	85.9	
Finance	201	85.5	
Labour	229	85.1	
Foreign Investment Review Agency	33	84.6	
Indian Affairs and Northern Development	1 748	84.3	2
Agriculture	1 287	83.6	1
Canadian Penitentiary Service	1 097	83.2	1
Departments with fewer than 100 employees	335	83.1	
Consumer and Corporate Affairs	651	83.0	
National Museums of Canada	146	83.0	
Canadian International Development Agency	301	82.9	
Fisheries and Oceans	645	82.3	
Canadian Radio-television and Telecommunications Commission	112	81.8	
Employment and Immigration	9 371	81.4	11
National Health and Welfare	2 887	81.4	3
Canadian Grain Commission	103	81.1	
Post Office	2 077	81.1	2
Prairie Farm Rehabilitation Administration	67	80.7	
National Defence (Civilian)	6 614	79.9	8
National Revenue (Customs and Excise, Taxation)	6 779	79.4	8
National Library of Canada	177	78.7	
Solicitor General	62	78.5	
Insurance	47	78.3	
Canadian Transport Commission	225	78.1	
Privy Council Office	120	77.9	
Environment	864	77.1	1
Energy, Mines and Resources	569	76.9	
Canadian Pension Commission	160	76.6	
Public Works	978	76.1	1
Statistics Canada	1 601	73.4	2
Bureau of Pensions Advocates	65	73.0	
Transport	2 256	72.9	3
Veterans Affairs	876	72.5	1
Supply and Services	3 444	71.9	4
Veterans' Land Administration	83	70.3	
Federal Court	53	68.8	
External Affairs	997	61.1	1
Public Archives of Canada	176	56.4	

Source: Department of Supply and Services

Table 26

Women in the Operational Category

Number and percentage of women in the Operational Category, by department, 1979

Department	Women		Total employees in category
	No.	%	
Canadian Pension Commission	2	100.0	2
Bureau of Pensions Advocates	2	66.7	3
National Health and Welfare	632	56.4	1 120
National Library of Canada	1	50.0	2
Veterans' Land Administration	17	45.9	37
Veterans Affairs	628	39.0	1 611
Supply and Services	427	27.9	1 529
Post Office	13 339	24.9	53 552
Royal Canadian Mounted Police (Civilian)	106	24.7	429
Departments with fewer than 100 employees	13	21.7	60
Indian Affairs and Northern Development	349	16.6	2 108
Justice	1	12.5	8
National Defence (Civilian)	2 333	11.9	19 547
Privy Council Office	2	11.8	17
Public Works	482	11.8	4 102
Employment and Immigration	10	11.5	87
Federal Court	1	11.1	9
National Museums of Canada	21	8.8	240
Agriculture	80	5.3	1 510
National Revenue (Customs and Excise, Taxation)	12	4.9	247
Environment	10	4.8	210
Public Archives of Canada	1	2.6	38
Canadian Penitentiary Service	144	2.4	5 893
Canadian Grain Commission	8	2.3	348
Fisheries and Oceans	15	2.0	738
External Affairs	2	1.0	201
Transport	35	0.6	5 474
Energy, Mines and Resources	1	0.4	274
Canadian International Development Agency	0	0.0	6
Canadian Radio-television and Telecommunications Commission	0	0.0	2
Communications	0	0.0	78
Consumer and Corporate Affairs	0	0.0	27
Finance	0	0.0	7
Industry, Trade and Commerce	0	0.0	14
Labour	0	0.0	5
National Energy Board	0	0.0	2
Public Service Commission	0	0.0	27
Regional Economic Expansion	0	0.0	5
Science and Technology	0	0.0	2
Secretary of State of Canada	0	0.0	6
Solicitor General	0	0.0	2
Statistics Canada	0	0.0	39
Treasury Board	0	0.0	3

Source: Department of Supply and Services

Table 27

Francophones in the Senior Executive CategoryNumber and percentage of francophones in the Senior Executive Category^a, by department, 1979

Department	Francophones ^b		Total employ- in cate
	No.	%	
Justice	5	71.4	
Secretary of State of Canada	15	51.7	
Public Archives of Canada	1	50.0	
Public Service Commission	10	40.0	
Canadian Radio-television and Telecommunications Commission	2	40.0	
Canadian International Development Agency	13	39.4	
Transport	30	33.3	
Foreign Investment Review Agency	2	28.6	
Communications	8	25.8	
Treasury Board	23	25.8	
National Health and Welfare	15	25.4	
External Affairs	3	25.0	
Labour	4	25.0	
National Museums of Canada	1	25.0	
Regional Economic Expansion	10	25.0	
Employment and Immigration	19	24.4	
Indian Affairs and Northern Development	10	21.3	
Agriculture	8	21.1	
Public Works	9	20.9	
Consumer and Corporate Affairs	6	20.7	
Post Office	7	20.6	
Canadian Penitentiary Service	4	20.0	
National Revenue (Customs and Excise, Taxation)	12	19.7	
Departments with fewer than 100 employees	12	19.7	
Supply and Services	14	19.4	
Statistics Canada	5	18.5	
Canadian Transport Commission	2	16.7	
Public Service Staff Relations Board	1	14.3	
Industry, Trade and Commerce	10	13.0	
Fisheries and Oceans	4	11.1	
National Energy Board	1	11.1	
Privy Council Office	3	10.7	
Science and Technology	2	10.0	
Solicitor General	1	9.1	
National Defence (Civilian)	2	8.7	
Environment	5	7.8	
Energy, Mines and Resources	3	7.7	
Finance	3	7.7	
Insurance	0	0.0	
National Parole Board	0	0.0	
Veterans Affairs	0	0.0	

^aSome executives are seconded to other departments; numbers and percentages are calculated on employee's departments;

^bFirst official language of employee.

Source: PSC Senior Executive Information System

Table 28**Francophones in senior executive equivalent groups and levels**

Number and percentage of francophones in senior executive (SX) equivalent groups and levels, by department, 1979

Department	Francophones ^a		Total SX equivalents
	No.	%	
Canadian International Development Agency	1	100.0	1
Public Service Commission	1	100.0	1
Employment and Immigration	1	33.3	3
Regional Economic Expansion	2	28.6	7
External Affairs	19	27.1	70
Indian Affairs and Northern Development	1	20.0	5
Justice	8	19.5	41
National Museums of Canada	1	16.7	6
National Revenue (Customs and Excise, Taxation)	1	16.7	6
Statistics Canada	2	10.5	19
Public Works	1	9.1	11
Agriculture	3	7.1	42
National Defence (Civilian)	1	5.3	19
Environment	2	4.3	47
National Health and Welfare	2	3.6	56
Canadian Penitentiary Service	0	0.0	1
Canadian Radio-television and Telecommunications Commission	0	0.0	4
Canadian Transport Commission	0	0.0	2
Communications	0	0.0	5
Consumer and Corporate Affairs	0	0.0	1
Departments with fewer than 100 employees	0	0.0	3
Energy, Mines and Resources	0	0.0	25
Finance	0	0.0	1
Fisheries and Oceans	0	0.0	7
Industry, Trade and Commerce	0	0.0	25
National Energy Board	0	0.0	6
National Parole Board	0	0.0	1
Public Archives of Canada	0	0.0	1
Public Service Staff Relations Board	0	0.0	2
Science and Technology	0	0.0	1
Solicitor General	0	0.0	1
Transport	0	0.0	3
Veterans Affairs	0	0.0	4

^aPreferred working language.

Source: PSC Data STREAM

Table 29

Francophones in the Scientific and Professional CategoryNumber and percentage of francophones in the Scientific and Professional Category^a, by department, 1979

Department	Francophones ^b		Anglophones ^b and Francophones	Total employed in category
	No.	%		
Public Service Commission	743	81.5	912	
Insurance	7	38.9	18	
Canadian International Development Agency	22	37.9	58	
Departments with fewer than 100 employees	7	35.0	20	
Secretary of State of Canada	11	31.4	35	
Treasury Board	11	29.7	37	
Regional Economic Expansion	17	28.3	60	
Canadian Penitentiary Service	140	27.2	514	
Public Archives of Canada	29	26.4	110	
Privy Council Office	1	25.0	4	
Employment and Immigration	48	24.7	194	
National Revenue (Customs and Excise, Taxation)	646	24.3	2 658	2
Supply and Services	74	24.3	305	
Justice	110	23.9	461	
National Defence (Civilian)	357	23.4	1 527	1
Veterans Affairs	119	22.9	519	
Finance	39	18.9	206	
National Library of Canada	32	18.6	172	
External Affairs	5	17.2	29	
Public Works	82	15.8	520	
Agriculture	310	15.2	2 042	2
Statistics Canada	98	14.6	673	
Transport	99	13.9	710	
Bureau of Pensions Advocates	4	13.3	30	
Indian Affairs and Northern Development	235	13.3	1 770	2
Canadian Radio-television and Telecommunications Commission	4	12.9	31	
National Health and Welfare	214	12.6	1 694	2
Communications	38	12.5	305	
National Museums of Canada	12	12.4	97	
Consumer and Corporate Affairs	30	11.9	252	
Canadian Transport Commission	19	11.8	161	
Industry, Trade and Commerce	6	10.7	56	
Post Office	9	9.8	92	
Environment	174	9.4	1 858	1
Labour	4	8.7	46	
Canadian Pension Commission	3	8.3	36	
Solicitor General	2	6.7	30	
Energy, Mines and Resources	68	6.5	1 054	1
Fisheries and Oceans	50	5.6	896	
National Energy Board	7	5.3	132	
Canadian Grain Commission	0	0.0	22	
Federal Court	0	0.0	0	
Foreign Investment Review Agency	0	0.0	7	
National Parole Board	0	0.0	3	
Office of the Comptroller General of Canada	0	0.0	0	
Prairie Farm Rehabilitation Administration	0	0.0	33	
Royal Canadian Mounted Police (Civilian)	0	0.0	6	
Science and Technology	0	0.0	13	

^a SX equivalents belonging to this category are also shown in Table 28.^b First official language of employee.

Source: Department of Supply and Services

Table 30

Francophones in the Administrative and Foreign Service CategoryNumber and percentage of francophones in the Administrative and Foreign Service Category^a, by department, 1979

Department	Francophones ^b		Anglophones ^b and Francophones	Total employees in category
	No.	%		
Secretary of State of Canada	1 257	69.3	1 813	1 853
Departments with fewer than 100 employees	119	51.3	232	279
Public Service Commission	345	46.3	745	758
Canadian Radio-television and Telecommunications Commission	73	44.5	164	170
Canadian International Development Agency	205	43.5	471	480
National Parole Board	31	42.5	73	73
Justice	35	41.7	84	86
Privy Council Office	25	35.7	70	70
Post Office	733	32.0	2 288	2 356
Communications	117	31.4	373	382
Canadian Penitentiary Service	489	30.4	1 606	1 625
Employment and Immigration	3 004	29.6	10 150	10 773
Statistics Canada	186	29.5	630	638
Finance	35	29.2	120	124
Regional Economic Expansion	148	28.9	512	531
Science and Technology	16	28.1	57	57
Canadian Transport Commission	60	27.5	218	220
Public Archives of Canada	33	27.3	121	121
National Museums of Canada	49	26.8	183	183
External Affairs	252	26.2	963	997
Solicitor General	16	25.8	62	72
Consumer and Corporate Affairs	154	25.5	605	608
Treasury Board	84	25.5	329	352
Supply and Services	701	24.7	2 836	2 863
National Revenue (Customs and Excise, Taxation)	2 553	23.5	10 848	11 015
Environment	157	22.6	694	702
Foreign Investment Review Agency	9	22.5	40	41
National Health and Welfare	270	22.3	1 211	1 318
National Library of Canada	6	21.4	28	29
Public Works	228	21.4	1 065	1 099
Labour	58	20.8	279	282
Veterans Affairs	104	20.7	503	635
Transport	398	20.3	1 960	2 098
Agriculture	124	19.1	648	666
Royal Canadian Mounted Police (Civilian)	32	18.6	172	180
Indian Affairs and Northern Development	357	18.1	1 973	2 278
National Defence (Civilian)	273	18.1	1 510	1 553
Office of the Comptroller General of Canada	19	17.6	108	109
Federal Court	5	17.2	29	45
Energy, Mines and Resources	50	16.4	304	314
Industry, Trade and Commerce	207	15.5	1 335	1 399
Fisheries and Oceans	71	14.1	503	508
Canadian Pension Commission	5	13.9	36	39
Insurance	15	13.9	108	108
National Energy Board	8	13.3	60	60
Bureau of Pensions Advocates	1	5.0	20	26
Canadian Grain Commission	1	3.7	27	27
Veterans' Land Administration	2	2.4	84	85

^aSX equivalents belonging to this category are also shown in Table 28.^bFirst official language of employee.

Source: Department of Supply and Services

Table 31

Francophones in the Technical Category

Number and percentage of francophones in the Technical Category, by department, 1979

Department	Francophones ^a		Anglophones ^a and Francophones	To empl in cat
	No.	%		
Privy Council Office	1	100.0	1	
Public Service Commission	78	68.4	114	
Secretary of State of Canada	21	65.6	32	
Departments with fewer than 100 employees	5	62.5	8	
Canadian International Development Agency	8	57.1	14	
Canadian Radio-television and Telecommunications Commission	10	52.6	19	
Treasury Board	6	50.0	12	
Justice	14	43.8	32	
Post Office	62	39.5	157	
Public Archives of Canada	39	34.2	114	
Statistics Canada	221	33.7	655	
Solicitor General	1	33.3	3	
Employment and Immigration	20	31.3	64	
Regional Economic Expansion	9	31.0	29	
Finance	10	29.4	34	
Industry, Trade and Commerce	16	29.1	55	
National Library of Canada	11	28.2	39	
Supply and Services	27	27.0	100	
Consumer and Corporate Affairs	128	25.9	495	
National Revenue (Customs and Excise, Taxation)	53	25.7	206	
Public Works	231	22.4	1 030	
Canadian Penitentiary Service	55	21.6	255	
Communications	121	20.8	583	
Veterans Affairs	11	20.8	53	
Agriculture	651	20.4	3 191	
Energy, Mines and Resources	209	20.1	1 040	
National Defence (Civilian)	517	19.6	2 640	
External Affairs	23	19.2	120	
National Health and Welfare	116	18.0	645	
Transport	1 264	17.0	7 415	
Environment	291	14.0	2 077	
National Museums of Canada	36	14.0	257	
Indian Affairs and Northern Development	129	13.5	954	
Royal Canadian Mounted Police (Civilian)	8	12.7	63	
National Energy Board	3	9.4	32	
Canadian Transport Commission	6	8.8	68	
Fisheries and Oceans	140	7.6	1 836	
Labour	2	6.7	30	
Canadian Grain Commission	19	5.4	352	
Bureau of Pensions Advocates	0	0.0	0	
Foreign Investment Review Agency	0	0.0	4	
Science and Technology	0	0.0	4	

^aFirst official language of employee.

Source: Department of Supply and Services

Table 32

Francophones in the Administrative Support Category

Number and percentage of francophones in the Administrative Support Category, by department, 1979

Department	Francophones ^a		Anglophones ^a and Francophones	Total employees in category
	No.	%		
Secretary of State of Canada	725	70.6	1 027	1 048
Canadian Radio-television and Telecommunications Commission	91	67.4	135	137
Public Service Commission	479	66.3	722	735
Canadian International Development Agency	220	60.9	361	363
Departments with fewer than 100 employees	183	58.7	312	403
Treasury Board	109	54.5	200	208
Privy Council Office	79	53.0	149	154
Finance	115	50.2	229	235
Consumer and Corporate Affairs	347	45.3	766	784
Science and Technology	18	43.9	41	41
National Library of Canada	93	42.1	221	225
Public Archives of Canada	129	42.0	307	312
National Museums of Canada	69	39.2	176	176
Solicitor General	25	38.5	65	79
Statistics Canada	796	38.3	2 079	2 180
National Parole Board	55	38.2	144	147
Supply and Services	1 766	37.6	4 701	4 793
Post Office	870	36.8	2 364	2 562
Employment and Immigration	3 532	35.0	10 092	11 508
Office of the Comptroller General of Canada	11	34.4	32	34
Communications	188	34.1	551	589
Federal Court	15	34.1	44	77
External Affairs	542	33.8	1 605	1 632
Regional Economic Expansion	127	33.3	381	403
Justice	139	32.9	422	458
Canadian Transport Commission	94	32.8	287	288
Canadian Penitentiary Service	414	31.8	1 302	1 319
Labour	76	30.4	250	269
Veterans Affairs	269	30.1	894	1 209
National Revenue (Customs and Excise, Taxation)	2 400	29.9	8 030	8 534
Environment	301	27.6	1 092	1 121
Transport	778	27.1	2 870	3 094
Foreign Investment Review Agency	10	27.0	37	39
National Health and Welfare	817	26.2	3 113	3 548
Public Works	308	25.3	1 218	1 285
Agriculture	348	24.3	1 435	1 540
Indian Affairs and Northern Development	393	23.2	1 691	2 073
Industry, Trade and Commerce	173	22.7	763	788
National Energy Board	23	20.5	112	113
National Defence (Civilian)	1 558	20.0	7 799	8 282
Insurance	11	19.6	56	60
Royal Canadian Mounted Police (Civilian)	444	17.6	2 523	2 725
Energy, Mines and Resources	124	17.4	714	740
Canadian Pension Commission	32	17.2	186	209
Fisheries and Oceans	124	15.9	782	784
Veterans' Land Administration	11	10.4	106	118
Bureau of Pensions Advocates	6	7.9	76	89
Canadian Grain Commission	9	7.6	119	127
Prairie Farm Rehabilitation Administration	0	0.0	25	83

^aFirst official language of employee.

Source: Department of Supply and Services

Table 33

Francophones in the Operational Category

Number and percentage of francophones in the Operational Category, by department, 1979

Department	Francophones ^a		Anglophones ^a and Francophones	Total employ- in cate-
	No.	%		
Canadian Radio-television and Telecommunications Commission	1	100.0	1	
Industry, Trade and Commerce	10	76.9	13	
Public Service Commission	18	69.2	26	
Canadian International Development Agency	4	66.7	6	
Secretary of State of Canada	4	66.7	6	
Treasury Board	2	66.7	3	
Departments with fewer than 100 employees	34	63.0	54	
Supply and Services	919	60.7	1 515	1
Regional Economic Expansion	3	60.0	5	
Veterans Affairs	709	56.0	1 265	1
Privy Council Office	9	52.9	17	
Employment and Immigration	42	50.6	83	
Justice	4	50.0	8	
Science and Technology	1	50.0	2	
Statistics Canada	18	48.6	37	
National Museums of Canada	113	47.7	237	
Public Archives of Canada	17	44.7	38	
National Revenue (Customs and Excise, Taxation)	95	38.9	244	
Public Works	1 363	34.2	3 989	4
Canadian Penitentiary Service	1 949	33.4	5 828	5
Energy, Mines and Resources	86	31.7	271	
External Affairs	60	30.0	200	
Post Office	14 560	28.9	50 419	53
Finance	2	28.6	7	
Consumer and Corporate Affairs	7	28.0	25	
Federal Court	1	25.0	4	
Transport	1 144	22.5	5 078	5
Royal Canadian Mounted Police (Civilian)	83	20.3	408	
Labour	1	20.0	5	
Communications	14	18.2	77	
Agriculture	255	18.0	1 414	1
National Defence (Civilian)	3 148	17.8	17 694	19
Environment	28	13.5	208	
Indian Affairs and Northern Development	228	13.0	1 758	2
National Health and Welfare	71	7.8	911	1
Fisheries and Oceans	21	2.9	718	
Canadian Grain Commission	6	2.2	269	
Bureau of Pensions Advocates	0	0.0	2	
Canadian Pension Commission	0	0.0	1	
National Energy Board	0	0.0	2	
National Library of Canada	0	0.0	2	
Solicitor General	0	0.0	1	
Veterans' Land Administration	0	0.0	30	

^aFirst official language of employee.

Source: Department of Supply and Services

Linguistic status of position, linguistic region and language group

Number and percentage of employees, by linguistic region, linguistic status of the position and language group of employee, 1979

Linguistic region	Linguistic status of position	Anglophones ^a		Francophones ^a		Anglophones and Francophones	Total ^b
		No.	%	No.	% Francophones		
Quebec (except for NCR)	Bilingual	1 796	72.1	694	27.9	2 490	2 490
	English	124 336	99.1	1 112	0.9	125 448	125 448
	French	26	17.8	120	82.2	146	146
	English or French	289	81.2	67	18.8	356	356
	Total	126 447	98.4	1 993	1.6	128 440	138 752
Atlantic (except for NCR)	Bilingual	1 619	10.4	13 951	89.6	15 570	15 570
	English	252	81.0	59	19.0	311	311
	French	570	2.2	25 596	97.8	26 166	26 166
	English or French	105	31.2	232	68.8	337	337
	Total	2 546	6.0	39 838	94.0	42 384	45 091
New Brunswick, and Northern Ontario (except for NCR)	Bilingual	17 418	54.7	14 396	45.3	31 814	31 814
	English	19 761	91.7	1 798	8.3	21 559	21 559
	French	98	5.3	1 740	94.7	1 838	1 838
	English or French	7 592	64.9	4 112	35.1	11 704	11 704
	Total	44 869	67.1	22 046	32.9	66 915	69 754
Prairie and Western Canada (except for NCR)	Bilingual	1 396	54.2	1 178	45.8	2 574	2 574
	English	6 126	95.0	322	5.0	6 448	6 448
	French	25	17.2	120	82.8	145	145
	English or French	1 200	74.6	408	25.4	1 608	1 608
	Total	8 747	81.2	2 028	18.8	10 775	11 449
Northern Territories	Bilingual	227	66.0	117	34.0	344	344
	English	150	96.2	6	3.8	156	156
	French	2	11.8	15	88.2	17	17
	English or French	925	75.1	307	24.9	1 232	1 232
	Total	1 304	74.6	445	25.4	1 749	1 819
Linguistic regions	Bilingual	22 456	42.5	30 336	57.5	52 792	52 792
	English	150 625	97.9	3 297	2.1	153 922	153 922
	French	721	2.5	27 591	97.5	28 312	28 312
	English or French	10 111	66.4	5 126	33.6	15 237	15 237
	Grand total	183 913	73.5	66 350	26.5	250 263	266 865

^a Official language of employee.
^b Includes 16 602 cases for whom neither the first official language nor linguistic status of the position was recorded.

^c Employees posted abroad.

Source: Department of Supply and Services

Table 35

Linguistic status of position, category and language group

Number and percentage of employees, by occupational category, linguistic status of the position and language group of employee, 1979

Occupational category	Linguistic status of position	Anglophones ^a		Francophones ^a		Anglophones and Francophones	Total
		No.	%	No.	%		
Senior Executive	Bilingual	793	78.5	217	21.5	1 010	1 010
	English	118	99.2	1	0.8	119	119
	French	0	0.0	1	100.0	1	1
	English or French	7	100.0	0	0.0	7	7
	Total	918	80.7	219	19.3	1 137	1 137
Scientific and Professional	Bilingual	3 827	61.2	2 431	38.8	6 258	6 258
	English	11 980	98.4	196	1.6	12 176	12 176
	French	59	4.8	1 175	95.2	1 234	1 234
	English or French	656	88.6	84	11.4	740	740
	Total	16 522	81.0	3 886	19.0	20 408	22 294
Administrative and Foreign Service	Bilingual	8 907	47.0	10 060	53.0	18 967	18 967
	English	24 870	98.4	406	1.6	25 276	25 276
	French	53	2.2	2 337	97.8	2 390	2 390
	English or French	1 300	80.4	317	19.6	1 617	1 617
	Total	35 130	72.8	13 120	27.2	48 250	50 870
Technical	Bilingual	1 834	38.9	2 876	61.1	4 710	4 710
	English	17 360	97.4	460	2.6	17 820	17 820
	French	63	5.8	1 026	94.2	1 089	1 089
	English or French	1 003	82.7	210	17.3	1 213	1 213
	Total	20 260	81.6	4 572	18.4	24 832	25 045
Administrative Support	Bilingual	5 819	34.8	10 888	65.2	16 707	16 707
	English	33 766	95.9	1 427	4.1	35 193	35 193
	French	112	2.0	5 496	98.0	5 608	5 608
	English or French	3 463	67.9	1 635	32.1	5 098	5 098
	Total	43 160	68.9	19 446	31.1	62 606	67 606
Operational	Bilingual	1 229	24.5	3 794	75.5	5 023	5 023
	English	62 508	98.7	802	1.3	63 310	63 310
	French	434	2.4	17 555	97.6	17 989	17 989
	English or French	3 681	56.1	2 879	43.9	6 560	6 560
	Total	67 852	73.1	25 030	26.9	92 882	99 882
All categories ^c	Bilingual	22 456	42.5	30 336	57.5	52 792	52 792
	English	150 625	97.9	3 297	2.1	153 922	153 922
	French	721	2.5	27 591	97.5	28 312	28 312
	English or French	10 111	66.4	5 126	33.6	15 237	15 237
	Grand total	183 913	73.5	66 350	26.5	250 263	266 613

^aFirst official language of employee.^bIn 16 602 cases, neither the first official language of the employee nor the linguistic status of the position was specified.^cIncludes 217 positions which have not been converted to one of the six occupational categories.

Source: Department of Supply and Services

Linguistic status of position, category, language group and NCR

Number and percentage of employees in the National Capital Region, by occupational category, linguistic status of the position, and language group of employee, 1979

Occupational category	Linguistic status of position	Anglophones ^a		Francophones ^a		Anglophones and % Francophones	Total ^b
		No.	%	No.	% Francophones		
Executive	Bilingual	737	81.1	172	18.9	909	909
	English	22	100.0	0	0.0	22	22
	French	0	0.0	0	0.0	0	0
	English or French	5	100.0	0	0.0	5	5
	Total	764	81.6	172	18.4	936	1 018
Scientific and Professional	Bilingual	3 125	76.9	940	23.1	4 065	4 065
	English	2 958	97.2	84	2.8	3 042	3 042
	French	20	3.3	580	96.7	600	600
	English or French	592	92.5	48	7.5	640	640
	Total	6 695	80.2	1 652	19.8	8 347	8 644
Administrative and Public Service	Bilingual	6 947	59.0	4 833	41.0	11 780	11 780
	English	5 374	95.8	237	4.2	5 611	5 611
	French	18	12.3	128	87.7	146	146
	English or French	879	80.9	207	19.1	1 086	1 086
	Total	13 218	71.0	5 405	29.0	18 623	19 330
Technical	Bilingual	1 199	60.6	780	39.4	1 979	1 979
	English	2 783	91.3	265	8.7	3 048	3 048
	French	10	12.7	69	87.3	79	79
	English or French	885	82.9	182	17.1	1 067	1 067
	Total	4 877	79.0	1 296	21.0	6 173	6 287
Administrative Support	Bilingual	4 783	42.1	6 588	57.9	11 371	11 371
	English	7 702	88.0	1 052	12.0	8 754	8 754
	French	36	5.3	649	94.7	685	685
	English or French	2 910	67.7	1 386	32.3	4 296	4 296
	Total	15 431	61.5	9 675	38.5	25 106	26 464
National	Bilingual	581	36.4	1 014	63.6	1 595	1 595
	English	900	85.3	155	14.7	1 055	1 055
	French	14	4.3	313	95.7	327	327
	English or French	2 321	50.4	2 288	49.6	4 609	4 609
	Total	3 816	50.3	3 770	49.7	7 586	7 847
Other categories ^c	Bilingual	17 418	54.7	14 396	45.3	31 814	31 814
	English	19 761	91.7	1 798	8.3	21 559	21 559
	French	98	5.3	1 740	94.7	1 838	1 838
	English or French	7 592	64.9	4 112	35.1	11 704	11 704
	Grand total	44 869	67.1	22 046	32.9	66 915	69 754

^a Official language of employee.
^b In 39 cases, neither the first official language of the employee nor the linguistic status of the position was recorded.

^c Includes 164 positions which have not been converted to the six occupational categories.

^d Department of Supply and Services.

Table 37

Bilingual positions, linguistic region and required level of proficiency in the second language

Number and percentage of bilingual positions, by linguistic region, required level of proficiency in second language (oral expression), and by whether the second language of the incumbent is English or French, 1979

Linguistic region	Required level of proficiency	Second language		
		English		French
		No.	%	No.
Unilingual with an English-speaking majority	Superior	360	14.5	161
	Intermediate	1 600	64.3	1 611
	Minimum	312	12.5	445
	Other ^a	218	8.8	273
	Total	2 490	100.0	2 490
Québec (except NCR)	Superior	374	2.4	1 752
	Intermediate	8 393	53.9	8 879
	Minimum	4 361	28.0	3 244
	Other ^a	2 442	15.7	1 695
	Total	15 570	100.0	15 570
National Capital Region	Superior	4 741	14.9	3 871
	Intermediate	19 663	61.8	18 810
	Minimum	6 203	19.5	7 892
	Other ^a	1 207	3.8	1 241
	Total	31 814	100.0	31 814
New Brunswick, and Northern and Eastern Ontario (except NCR)	Superior	263	10.2	177
	Intermediate	1 628	63.2	1 625
	Minimum	432	16.8	519
	Other ^a	251	9.8	253
	Total	2 574	100.0	2 574
Other ^b	Superior	43	12.5	52
	Intermediate	280	81.4	275
	Minimum	18	5.2	12
	Other ^a	3	0.9	5
	Total	344	100.0	344
All linguistic regions	Superior	5 781	11.0	6 013
	Intermediate	31 564	59.8	31 200
	Minimum	11 326	21.5	12 112
	Other ^a	4 121	7.8	3 467
	Grand total	52 792	100.0	52 792

^aPositions where oral expression is not required, or where the requirement is either at the restricted level (R); or at the technical or professional level (P).

^bEmployees posted abroad.

Source: Department of Supply and Services

Table 38

Bilingual positions, category and required level of proficiency in the second language

Number and percentage of bilingual positions, by occupational category, required level of proficiency in the second language (oral expression), and by whether the second language of the incumbent is French or English, 1979

Occupational category	Required level of proficiency	Second language			
		English		French	
		No.	%	No.	%
Senior Executive	Superior	366	36.2	262	25.9
	Intermediate	633	62.7	731	72.4
	Minimum	7	0.7	13	1.3
	Other ^a	4	0.4	4	0.4
	Total	1 010	100.0	1 010	100.0
Scientific and Professional	Superior	1 258	20.1	954	15.2
	Intermediate	4 197	67.1	4 259	68.1
	Minimum	656	10.5	812	13.0
	Other ^a	147	2.3	233	3.7
	Total	6 258	100.0	6 258	100.0
Administrative and Foreign Service	Superior	2 917	15.4	3 348	17.7
	Intermediate	14 507	76.5	13 845	73.0
	Minimum	1 251	6.6	1 539	8.1
	Other ^a	292	1.5	235	1.2
	Total	18 967	100.0	18 967	100.0
Technical	Superior	353	7.5	438	9.3
	Intermediate	3 044	64.6	3 236	68.7
	Minimum	934	19.8	999	21.2
	Other ^a	379	8.0	37	0.8
	Total	4 710	100.0	4 710	100.0
Administrative Support	Superior	818	4.9	927	5.5
	Intermediate	8 686	52.0	8 581	51.4
	Minimum	6 466	38.7	6 758	40.5
	Other ^a	737	4.4	441	2.6
	Total	16 707	100.0	16 707	100.0
Operational	Superior	15	0.3	35	0.7
	Intermediate	455	9.1	500	10.0
	Minimum	1 994	39.7	1 973	39.3
	Other ^a	2 559	50.9	2 515	50.1
	Total	5 023	100.0	5 023	100.0
All categories ^b	Superior	5 781	11.0	6 013	11.4
	Intermediate	31 564	59.8	31 200	59.1
	Minimum	11 326	21.5	12 112	22.9
	Other ^a	4 121	7.8	3 467	6.6
	Grand total	52 792	100.0	52 792	100.0

^aPositions where oral expression is not required, or where the requirement is either at the restricted level (R), or at the technical or professional level (P).

^bIncludes 117 bilingual positions which have not been converted to one of the six occupational categories.

Source: Department of Supply and Services

Table 39

Bilingual positions in the NCR, category and required level of proficiency in the second language

Number and percentage of bilingual positions in the National Capital Region, by occupational category, required level of proficiency in the second language (oral expression), and by whether the second language of the incumbent is French or English, 1979

Occupational category	Required level of proficiency	Second language			
		English		French	
		No.	%	No.	%
Senior Executive	Superior	323	35.5	231	20.0
	Intermediate	575	63.3	662	57.5
	Minimum	7	0.8	12	1.0
	Other ^a	4	0.4	4	0.3
	Total	909	100.0	909	100.0
Scientific and Professional	Superior	1 001	24.6	532	12.1
	Intermediate	2 758	67.8	2 879	67.0
	Minimum	263	6.5	523	12.0
	Other ^a	43	1.1	131	3.0
	Total	4 065	100.0	4 065	100.0
Administrative and Foreign Service	Superior	2 413	20.5	2 409	20.0
	Intermediate	8 372	71.1	7 974	66.3
	Minimum	769	6.5	1 191	10.0
	Other ^a	226	1.9	206	1.7
	Total	11 780	100.0	11 780	100.0
Technical	Superior	259	13.1	136	6.7
	Intermediate	1 324	66.9	1 267	62.5
	Minimum	371	18.7	546	26.8
	Other ^a	25	1.3	30	1.5
	Total	1 979	100.0	1 979	100.0
Administrative Support	Superior	690	6.1	513	4.5
	Intermediate	6 370	56.0	5 784	50.7
	Minimum	3 950	34.7	4 751	41.8
	Other ^a	361	3.2	323	2.8
	Total	11 371	100.0	11 371	100.0
Operational	Superior	2	0.1	1	0.0
	Intermediate	223	14.0	198	12.5
	Minimum	825	51.7	851	52.5
	Other ^a	545	34.2	545	33.8
	Total	1 595	100.0	1 595	100.0
All categories ^b	Superior	4 741	14.9	3 871	12.2
	Intermediate	19 663	61.8	18 810	59.0
	Minimum	6 203	19.5	7 892	24.8
	Other ^a	1 207	3.8	1 241	3.9
	Grand total	31 814	100.0	31 814	100.0

^aPositions where oral expression is not required, or where the requirement is either at the restricted level (R); or at the technical or professional level (P).

^bIncludes 115 bilingual positions which have not been converted to one of the six occupational categories.

Source: Department of Supply and Services

Appointments and type of employment

Number of appointments to and within the Public Service, by type of employment, 1976 to 1979

Type of employment	1976			1977			1978			1979		
	To the Public Service	Within the Public Service	Total ^a	To the Public Service	Within the Public Service	Total ^a	To the Public Service	Within the Public Service	Total ^a	To the Public Service	Within the Public Service	Total ^a
Indeterminate												
Full-time	17 040	74 949	91 991	14 322	75 091	89 416	11 444	71 027	82 471	9 416	57 988	67 404
Part-time	2 614	919	3 534	1 874	817	2 691	1 785	1 347	3 132	2 125	1 365	3 490
Seasonal	613	551	1 164	643	496	1 139	509	534	1 043	615	621	1 236
Total^b	20 267	76 513	96 783	16 839	76 479	93 321	13 738	72 973	86 711	12 156	59 974	72 130
Fixed term												
Full-time	8 601	14 378	22 980	5 372	34 883	40 256	5 312	40 712	46 024	3 002	37 994	40 996
Part-time	859	298	1 158	224	1 150	1 375	175	613	788	127	771	898
Seasonal	0	7	7	0	0	0	0	2	2	8	17	25
Total^b	9 460	14 752	24 214	5 597	36 057	41 656	5 487	41 335	46 822	3 137	38 782	41 919
Types of employment												
Full-time	25 644	89 329	114 995	19 694	109 978	129 686	16 756	111 740	128 496	12 418	95 982	108 400
Part-time	3 473	1 217	4 692	2 099	1 970	4 070	1 960	1 960	3 920	2 252	2 136	4 388
Seasonal	613	558	1 171	643	496	1 139	509	536	1 045	623	638	1 261
Total^c	29 730	91 267	121 022	22 437	112 543	134 996	19 225	114 309	133 534	15 293	98 756	114 049

^a 25 employees in 1976 and 16 in 1977 whose appointment documents do not specify "to" or "within" the Public Service.

^b The sum of the totals does not agree with the grand total because in 25 appointments in 1976, 19 in 1977 and 1 in 1978, type of employment (indeterminate or fixed term) was not specified on appointment documents.

^c 164 appointments in 1976, 101 in 1977 and 10 in 1978, where type of employment (full-time, part-time or seasonal) was not specified on appointment documents.

Table 41

Appointments, category and appointing authority

Number and percentage of [vertical (V) and horizontal (H)] appointments to and within the Public Service by category, type of appointment and appointing authority, 1978 and 1979

Occupational category	Type of appointment		
Senior Executive			
To the Public Service			
Within the Public Service	■ Promotions		
	■ Transfers	● Lateral	• reappointment to an additional term
			• other
		● Downward	
	■ Demotions		
Total ^a			
Scientific and Professional			
To the Public Service			
Within the Public Service	■ Promotions		
	■ Transfers	● Lateral	• reappointment to an additional term
			• other
		● Downward	
	■ Demotions		
Total ^a			

^aIn 620 cases in 1978 and 576 in 1979, type of appointment was not specified on appointment documents.

^bIncludes 83 employees in 1978 and 69 in 1979 whose positions have not been converted to one of the six occupational categories.

Note: Data for 1978 differ from data published in last year's Annual Report due to a revision in the processing of appointment documents for the Senior Executive Category.

1978										1979									
PSC authority		Departmental authority		Total		PSC authority		Departmental authority		Total		PSC authority		Departmental authority		Total		PSC authority	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
23	100.0			23	100.0	17	100.0			17	100.0					17	100.0		
4.5				4.5		4.1				4.1						4.1			
66	100.0			266	100.0	218	100.0			218	100.0					218	100.0		
52.3				52.3		52.2				52.2						52.2			
0	0.0			0	0.0	0	0.0			0	0.0					0	0.0		
0.0				0.0		0.0				0.0						0.0			
11	100.0			211	100.0	179	100.0			179	100.0					179	100.0		
41.5				41.5		42.8				42.8						42.8			
9	100.0			9	100.0	4	100.0			4	100.0					4	100.0		
1.8				1.8		1.0				1.0						1.0			
0	0.0			0	0.0	0	0.0			0	0.0					0	0.0		
0.0				0.0		0.0				0.0						0.0			
09	100.0			509	100.0	418	100.0			418	100.0					418	100.0		
100.0				100.0		100.0				100.0						100.0			
60	28.3	1 167	71.7	1 627	100.0	100	6.7	1 383	93.3	1 483	100.0					1 483	100.0		
19.2		20.0		19.8		12.7		23.4		22.2						22.2			
07	30.6	1 829	69.4	2 636	100.0	228	10.9	1 860	89.1	2 088	100.0					2 088	100.0		
33.7		31.4		32.1		29.0		31.5		31.2						31.2			
98	25.9	566	74.1	764	100.0	26	4.7	523	95.3	549	100.0					549	100.0		
8.3		9.7		9.3		3.3		8.9		8.2						8.2			
73	28.8	2 161	71.2	3 034	100.0	401	16.7	2 002	83.3	2 403	100.0					2 403	100.0		
36.4		37.1		36.9		51.0		33.9		35.9						35.9			
57	40.4	84	59.6	141	100.0	32	21.5	117	78.5	149	100.0					149	100.0		
2.4		1.4		1.7		4.1		2.0		2.2						2.2			
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0					0	0.0		
0.0		0.0		0.0		0.0		0.0		0.0						0.0			
98	29.2	5 826	70.8	8 224	100.0	787	11.8	5 900	88.2	6 687	100.0					6 687	100.0		
100.0		100.0		100.0		100.0		100.0		100.0						100.0			

Table 41 cont'd

Occupational category	Type of appointment		
Administrative and Foreign Service			
To the Public Service			
Within the Public Service	■ Promotions		
	■ Transfers	● Lateral	• reappointment to an additional term
			• other
		● Downward	
	■ Demotions		
Total ^a			
Technical			
To the Public Service			
Within the Public Service	■ Promotions		
	■ Transfers	● Lateral	• reappointment to an additional term
			• other
		● Downward	
	■ Demotions		
Total ^a			

^aIn 620 cases in 1978 and 576 in 1979, type of appointment was not specified on appointment documents.

^bIncludes 83 employees in 1978 and 69 in 1979 whose positions have not been converted to one of the six occupational categories.

Note: Data for 1978 differ from data published in last year's Annual Report due to a revision in the processing of appointment documents for the Senior Executive Category.

1978						1979					
PSC authority		Departmental authority		Total		PSC authority		Departmental authority		Total	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
293	13.8	1 831	86.2	2 124	100.0	159	11.9	1 175	88.1	1 334	100.0
7.1		9.6		9.2		4.9		7.2		6.8	
646	17.8	7 142	82.2	8 688	100.0	919	13.2	6 022	86.8	6 941	100.0
37.4		37.5		37.5		28.5		37.0		35.6	
186	11.4	1 444	88.6	1 630	100.0	163	12.6	1 128	87.4	1 291	100.0
4.5		7.6		7.0		5.0		6.9		6.6	
971	19.1	8 337	80.9	10 308	100.0	1 848	19.5	7 634	80.5	9 482	100.0
47.7		43.8		44.5		57.2		46.9		48.6	
137	32.7	282	67.3	419	100.0	137	33.1	277	66.9	414	100.0
3.3		1.5		1.8		4.2		1.7		2.1	
0	0.0	0	0.0	0	0.0	0	0.0	2	100.0	2	100.0
0.0		0.0		0.0		0.0		0.0		0.0	
33	17.8	19 053	82.2	23 186	100.0	3 229	16.6	16 277	83.4	19 506	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
508	32.4	1 062	67.6	1 570	100.0	38	3.4	1 094	96.6	1 132	100.0
15.2		14.5		14.7		5.4		13.4		12.8	
337	32.7	2 750	67.3	4 087	100.0	315	8.8	3 278	91.2	3 593	100.0
39.9		37.7		38.4		45.0		40.2		40.5	
395	28.8	977	71.2	1 372	100.0	25	2.1	1 169	97.9	1 194	100.0
11.8		13.4		12.9		3.6		14.3		13.5	
043	30.8	2 343	69.2	3 386	100.0	304	11.2	2 405	88.8	2 709	100.0
31.2		32.1		31.8		43.4		29.5		30.6	
58	28.6	145	71.4	203	100.0	17	8.2	191	91.8	208	100.0
1.7		2.0		1.9		2.4		2.3		2.3	
0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
0.0		0.0		0.0		0.0		0.0		0.0	
347	31.4	7 301	68.6	10 648	100.0	700	7.9	8 162	92.1	8 862	100.0
100.0		100.0		100.0		100.0		100.0		100.0	

Table 41 cont'd

Occupational category	Type of appointment		
Administrative Support			
To the Public Service			
Within the Public Service	■ Promotions		
	■ Transfers	● Lateral	• reappointment for an additional term
			• other
		● Downward	
	■ Demotions		
Total ^a			
Operational			
To the Public Service			
Within the Public Service	■ Promotions		
	■ Transfers	● Lateral	• reappointment for an additional term
			• other
		● Downward	
	■ Demotions		
Total ^a			

^aIn 620 cases in 1978 and 576 in 1979, type of appointment was not specified on appointment documents.

^bIncludes 83 employees in 1978 and 69 in 1979 whose positions have not been converted to one of the six occupational categories.

Note: Data for 1978 differ from data published in last year's Annual Report due to a revision in the processing of appointment documents for the Senior Executive Category.

1978						1979					
PSC authority		Departmental authority		Total		PSC authority		Departmental authority		Total	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
53	1.0	5 320	99.0	5 373	100.0	21	0.6	3 705	99.4	3 726	100.0
7.5		10.1		10.1		2.1		8.1		8.0	
186	1.4	13 031	98.6	13 217	100.0	254	2.5	10 028	97.5	10 282	100.0
26.5		24.8		24.8		25.3		22.0		22.1	
194	1.3	14 420	98.7	14 614	100.0	283	2.2	12 835	97.8	13 118	100.0
27.6		27.5		27.5		28.2		28.2		28.2	
253	1.4	18 377	98.6	18 630	100.0	438	2.4	17 792	97.6	18 230	100.0
36.0		35.0		35.0		43.6		39.1		39.2	
16	1.7	931	98.3	947	100.0	6	0.7	821	99.3	827	100.0
2.3		1.8		1.8		0.6		1.8		1.8	
0	0.0	3	100.0	3	100.0	1	100.0	0	0.0	1	100.0
0.0		0.0		0.0		0.1		0.0		0.0	
703	1.3	52 487	98.7	53 190	100.0	1 004	2.2	45 491	97.8	46 495	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
19	0.2	8 461	99.8	8 480	100.0	21	0.3	7 544	99.7	7 565	100.0
14.7		22.5		22.5		13.3		23.7		23.6	
27	0.5	4 997	99.5	5 024	100.0	37	0.9	3 893	99.1	3 930	100.0
20.9		13.3		13.3		23.4		12.2		12.3	
12	0.1	8 913	99.9	8 925	100.0	10	0.2	5 885	99.8	5 895	100.0
9.3		23.7		23.7		6.3		18.5		18.4	
70	0.5	13 842	99.5	13 912	100.0	87	0.7	13 242	99.3	13 329	100.0
54.3		36.8		36.9		55.1		41.6		41.6	
1	0.1	1 205	99.9	1 206	100.0	3	0.3	1 108	99.7	1 111	100.0
0.8		3.2		3.2		1.9		3.5		3.5	
0	0.0	2	100.0	2	100.0	0	0.0	0	0.0	0	0.0
0.0		0.0		0.0		0.0		0.0		0.0	
129	0.3	37 565	99.7	37 694	100.0	158	0.5	31 854	99.5	32 012	100.0
100.0		100.0		100.0		100.0		100.0		100.0	

Table 41 cont'd

Occupational category	Type of appointment		
All categories ^b			
To the Public Service			
Within the Public Service	■ Promotions		
	■ Transfers	● Lateral	• reappointment for an additional term
			• other
		● Downward	
	■ Demotions		
Grand total			

^aIn 620 cases in 1978 and 576 in 1979, type of appointment was not specified on appointment documents.

^bIncludes 83 employees in 1978 and 69 in 1979 whose positions have not been converted to one of the six occupational categories.

Note: Data for 1978 differ from data published in last year's Annual Report due to a revision in the processing of appointment documents for the Senior Executive Category.

1978						1979					
PSC authority		Departmental authority		Total		PSC authority		Departmental authority		Total	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
365	7.1	17 860	92.9	19 225	100.0	360	2.4	14 933	97.6	15 293	100.0
12.1		14.6		14.4		5.7		13.9		13.4	
200	12.4	29 749	87.6	33 949	100.0	1 996	7.4	25 081	92.6	27 077	100.0
37.2		24.3		25.4		31.5		23.3		23.7	
985	3.6	26 320	96.4	27 305	100.0	507	2.3	21 540	97.7	22 047	100.0
8.7		21.5		20.4		8.0		20.0		19.3	
439	9.0	45 064	91.0	49 503	100.0	3 263	7.0	43 077	93.0	46 340	100.0
39.4		36.9		37.1		51.5		40.0		40.6	
280	9.6	2 647	90.4	2 927	100.0	199	7.3	2 514	92.7	2 713	100.0
2.5		2.2		2.2		3.1		2.3		2.4	
0	0.0	5	100.0	5	100.0	1	33.3	2	66.7	3	100.0
0.0		0.0		0.0		0.0		0.0		0.0	
279	8.4	122 255	91.6	133 534	100.0	6 331	5.6	107 718	94.4	114 049	100.0
100.0		100.0		100.0		100.0		100.0		100.0	

Table 42

Appointments, appointing authority and employee mobility

Number and percentage [vertical (V) and horizontal (H)] of appointments within the Public Service by type of appointment, appointing authority and employee mobility, 1978 and 1979

Type of appointment	Employee mobility	
Promotion	● Departments	• between departments
		• within departments
		Total^a
	● Group	• change of group or sub-group
		• no change of group or sub-group
		Total
	● Type of employment	• indeterminate to indeterminate
		• indeterminate to specified term
		• specified term to indeterminate
		• specified term to specified term
		Total^b

^aThe sum of the totals does not agree with the sum of all types of appointment because in 620 cases in 1978 and 576 in 1979, department was not specified on appointment documents.

^bThe sum of the totals does not agree with the sum of all types of appointment because in 16 cases in 1978, type of employment was not specified on appointment documents.

^cOf the 5 demotions in 1978, one involved a "change of group or sub-group" and 4 involved "no change of group or sub-group". None of the 3 demotions in 1979 involved a "change of group or sub-group".

^dIncludes 620 employees in 1978 and 576 in 1979 whose type of appointment was not specified on appointment documents.

1978						1979					
PSC authority		Departmental authority		Total		PSC authority		Departmental authority		Total	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
81	23.4	1 244	76.6	1 625	100.0	230	19.9	924	80.1	1 154	100.0
	9.1		4.2		4.8		11.5		3.7		4.3
19	11.8	28 505	88.2	32 324	100.0	1 766	6.8	24 157	93.2	25 923	100.0
	90.9		95.8		95.2		88.5		96.3		95.7
00	12.4	29 749	87.6	33 949	100.0	1 996	7.4	25 081	92.6	27 077	100.0
	100.0		100.0		100.0		100.0		100.0		100.0
91	19.7	3 642	80.3	4 533	100.0	691	19.2	2 911	80.8	3 602	100.0
	21.2		12.2		13.4		34.6		11.6		13.3
09	11.2	26 107	88.8	29 416	100.0	1 305	5.6	22 170	94.4	23 475	100.0
	78.8		87.8		86.6		65.4		88.4		86.7
00	12.4	29 749	87.6	33 949	100.0	1 996	7.4	25 081	92.6	27 077	100.0
	100.0		100.0		100.0		100.0		100.0		100.0
20	13.4	25 348	86.6	29 268	100.0	1 890	8.1	21 527	91.9	23 417	100.0
	93.3		85.2		86.2		94.7		85.8		86.5
16	5.4	280	94.6	296	100.0	10	5.3	177	94.7	187	100.0
	0.4		0.9		0.9		0.5		0.7		0.7
90	4.1	2 104	95.9	2 194	100.0	36	2.1	1 640	97.9	1 676	100.0
	2.1		7.1		6.5		1.8		6.5		6.2
161	7.4	2 017	92.6	2 178	100.0	60	3.3	1 737	96.7	1 797	100.0
	3.8		6.8		6.4		3.0		6.9		6.6
00	12.4	29 749	87.6	33 949	100.0	1 996	7.4	25 081	92.6	27 077	100.0
	100.0		100.0		100.0		100.0		100.0		100.0

Table 42 cont'd

Type of appointment		Employee mobility		
Transfer				
■ Lateral	■ Reappointment for an additional term			
		● Departments	<ul style="list-style-type: none">• between departments• within departments	
	■ Other		Total^a	
		● Group	<ul style="list-style-type: none">• change of group or sub-group• no change of group or sub-group	
			Total	
		● Type of employment	<ul style="list-style-type: none">• indeterminate to indeterminate• indeterminate to specified term• specified term to indeterminate• specified term to specified term	
			Total^b	
	■ Downward		● Departments	<ul style="list-style-type: none">• between departments• within departments
				Total^a
		● Group	<ul style="list-style-type: none">• no change of group or sub-group• change of group or sub-group	
			Total	
		● Type of employment	<ul style="list-style-type: none">• indeterminate to indeterminate• indeterminate to specified term• specified term to indeterminate• specified term to specified term	
			Total^b	

^aThe sum of the totals does not agree with the sum of all types of appointment because in 620 cases in 1978 and 576 in 1979, department was not specified on appointment documents.

^bThe sum of the totals does not agree with the sum of all types of appointment because in 16 cases in 1978, type of employment was not specified on appointment documents.

^cOf the 5 demotions in 1978, one involved a "change of group or sub-group" and 4 involved "no change of group or sub-group". None of the 3 demotions in 1979 involved a "change of group or sub-group".

^dIncludes 620 employees in 1978 and 576 in 1979 whose type of appointment was not specified on appointment documents.

1978						1979					
PSC authority		Departmental authority		Total		PSC authority		Departmental authority		Total	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
985	3.6	26 320	96.4	27 305	100.0	507	2.3	21 540	97.7	22 047	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
826	20.8	3 148	79.2	3 974	100.0	770	22.2	2 706	77.8	3 476	100.0
18.6		7.0		8.0		23.6		6.3		7.5	
613	7.9	41 916	92.1	45 529	100.0	2 493	5.8	40 371	94.2	42 864	100.0
81.4		93.0		92.0		76.4		93.7		92.5	
439	9.0	45 064	91.0	49 503	100.0	3 263	7.0	43 077	93.0	46 340	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
956	12.6	6 633	87.4	7 589	100.0	980	13.9	6 051	86.1	7 031	100.0
21.5		14.7		15.3		30.0		14.0		15.2	
483	8.3	38 431	91.7	41 914	100.0	2 283	5.8	37 026	94.2	39 309	100.0
78.5		85.3		84.7		70.0		86.0		84.8	
439	9.0	45 064	91.0	49 503	100.0	3 263	7.0	43 077	93.0	46 340	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
781	12.6	26 219	87.4	30 000	100.0	2 968	11.4	23 138	88.6	26 106	100.0
85.2		58.2		60.6		91.0		53.7		56.3	
43	11.1	343	88.9	386	100.0	27	6.5	388	93.5	415	100.0
1.0		0.8		0.8		0.8		0.9		0.9	
255	2.8	8 749	97.2	9 004	100.0	134	2.1	6 266	97.9	6 400	100.0
5.7		19.4		18.2		4.1		14.5		13.8	
358	3.5	9 753	96.5	10 111	100.0	134	1.0	13 285	99.0	13 419	100.0
8.1		21.6		20.4		4.1		30.8		29.0	
439	9.0	45 064	91.0	49 503	100.0	3 263	7.0	43 077	93.0	46 340	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
74	22.1	261	77.9	335	100.0	104	26.9	283	73.1	387	100.0
26.4		9.9		11.4		52.3		11.3		14.3	
206	7.9	2 386	92.1	2 592	100.0	95	4.1	2 231	95.9	2 326	100.0
73.6		90.1		88.6		47.7		88.7		85.7	
280	9.6	2 647	90.4	2 927	100.0	199	7.3	2 514	92.7	2 713	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
162	22.0	573	78.0	735	100.0	110	17.1	534	82.9	644	100.0
57.9		21.6		25.1		55.3		21.2		23.7	
118	5.4	2 074	94.6	2 192	100.0	89	4.3	1 980	95.7	2 069	100.0
42.1		78.4		74.9		44.7		78.8		76.3	
280	9.6	2 647	90.4	2 927	100.0	199	7.3	2 514	92.7	2 713	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
241	11.7	1 811	88.3	2 052	100.0	184	9.1	1 848	90.9	2 032	100.0
86.1		68.4		70.1		92.5		73.5		74.9	
5	8.1	57	91.9	62	100.0	10	11.9	74	88.1	84	100.0
1.8		2.2		2.1		5.0		2.9		3.1	
8	2.3	333	97.7	341	100.0	1	0.5	209	99.5	210	100.0
2.9		12.6		11.7		0.5		8.3		7.7	
25	5.3	446	94.7	471	100.0	4	1.0	383	99.0	387	100.0
8.9		16.8		16.1		2.0		15.2		14.3	
280	9.6	2 647	90.4	2 927	100.0	199	7.3	2 514	92.7	2 713	100.0
100.0		100.0		100.0		100.0		100.0		100.0	

Table 42 cont'd

Type of appointment	Employee mobility	
Demotion ^c		
All types of appointment ^d	● Departments	• between departments
		• within departments
		Total^a
	● Group	• change of group or sub-group
		• no change of group or sub-group
		Total
	● Type of employment	• indeterminate to indeterminate
		• indeterminate to specified term
		• specified term to indeterminate
		• specified term to specified term
		Total^b

^aThe sum of the totals does not agree with the sum of all types of appointment because in 620 cases in 1978 and 576 in 1979, department was not specified on appointment documents.

^bThe sum of the totals does not agree with the sum of all types of appointment because in 16 cases in 1978, type of employment was not specified on appointment documents.

^cOf the 5 demotions in 1978, one involved a "change of group or sub-group" and 4 involved "no change of group or sub-group". None of the 3 demotions in 1979 involved a "change of group or sub-group".

^dIncludes 620 employees in 1978 and 576 in 1979 whose type of appointment was not specified on appointment documents.

1978						1979					
PSC authority		Departmental authority		Total		PSC authority		Departmental authority		Total	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
0	0,0	5	100,0	5	100,0	1	33,3	2	66,7	3	100,0
0,0		100,0		100,0		100,0		100,0		100,0	
286	21.2	4 775	78.8	6 061	100.0	1 109	21.4	4 067	78.6	5 176	100.0
	13.0		4.6		5.3		18.6		4.4		5.2
518	8.0	99 010	92.0	107 628	100.0	4 857	5.2	88 147	94.8	93 004	100.0
	86.9		94.8		94.2		81.3		95.0		94.2
14	8.7	104 395	91.3	114 309	100.0	5 971	6.0	92 785	94.0	98 756	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
223	14.8	11 616	85.2	13 639	100.0	1 791	14.9	10 194	85.1	11 985	100.0
	20.4		11.1		11.9		30.0		11.0		12.1
391	7.8	92 779	92.2	100 670	100.0	4 180	4.8	82 591	95.2	86 771	100.0
	79.6		88.9		88.1		70.0		89.0		87.9
14	8.7	104 395	91.3	114 309	100.0	5 971	6.0	92 785	94.0	98 756	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
342	13.0	53 383	87.0	61 325	100.0	5 043	9.8	46 515	90.2	51 558	100.0
	80.1		51.1		100.0		84.5		50.1		52.2
64	8.6	680	91.4	744	100.0	47	6.9	639	93.1	686	100.0
	0.6		0.7		0.7		0.8		0.7		0.7
353	3.1	11 186	96.9	11 539	100.0	171	2.1	8 115	97.9	8 286	100.0
	3.6		10.7		10.1		2.9		8.7		8.4
639	3.8	39 146	96.2	40 685	100.0	710	1.9	37 516	98.1	38 226	100.0
	15.5		37.5		35.6		11.9		40.4		38.7
14	8.7	104 395	91.3	114 309	100.0	5971	6.0	92 785	94.0	98 756	100.0
100.0		100.0		100.0		100.0		100.0		100.0	

Table 43

Appointments, employee mobility (region) and sex

Number and percentage [vertical (V) and horizontal (H)] of appointments within the Public Service by type of appointment, geographic mobility and sex, 1978 and 1979

Type of appointment	Employee mobility (region)	
Promotion		
	● between regions	<ul style="list-style-type: none">• from NCR to region• from regions to NCR• from region to region
	● within same region	<ul style="list-style-type: none">• from city to city• no change
	Total ^a	
Transfer		
■ Lateral	■ Reappointment for an additional term	
	● between regions	<ul style="list-style-type: none">• from NCR to region• from regions to NCR• from region to region
	● within same region	<ul style="list-style-type: none">• from city to city• no change
	■ Other	
	● between regions	<ul style="list-style-type: none">• from NCR to region• from regions to NCR• from region to region
	● within same region	<ul style="list-style-type: none">• from city to city• no change
	Total ^a	

^aIn 502 appointments in 1978 and 472 in 1979, geographic area was not specified on appointment documents.

^bAll 5 demotions in 1978 and 3 in 1979 occurred with no change in region.

^cIncludes 620 employees in 1978 and 576 in 1979 whose type of appointment was not specified on appointment documents.

1978						1979					
Men		Women		Total		Men		Women		Total	
No.	% (H) % (V)	No.	% (H) % (V)	No.	% (H) % (V)	No.	% (H) % (V)	No.	% (H) % (V)	No.	% (H) % (V)
159	85.0 0.8	28	15.0 0.2	187	100.0 0.6	124	69.3 0.8	55	30.7 0.5	179	100.0 0.7
188	90.0 1.0	21	10.0 0.1	209	100.0 0.6	134	90.5 0.9	14	9.5 0.1	148	100.0 0.5
456	89.1 2.3	56	10.9 0.4	512	100.0 1.5	365	86.7 2.4	56	13.3 0.5	421	100.0 1.6
1 249	72.6 6.4	471	27.4 3.3	1 720	100.0 5.1	852	70.4 5.6	358	29.6 3.0	1 210	100.0 4.5
17 451	55.7 89.5	13 870	44.3 96.0	31 321	100.0 92.3	13 816	55.0 90.4	11 303	45.0 95.9	25 119	100.0 92.8
9 503	57.4 100.0	14 446	42.6 100.0	33 949	100.0 100.0	15 291	56.5 100.0	11 786	43.5 100.0	27 077	100.0 100.0
1	7.1 0.0	13	92.9 0.0	14	100.0 0.0	6	25.0 0.0	18	75.0 0.1	24	100.0 0.0
5	62.5 0.0	3	37.5 0.0	8	100.0 0.0	7	46.7 0.0	8	53.3 0.0	15	100.0 0.0
10	62.5 0.0	6	37.5 0.0	16	100.0 0.0	9	60.0 0.0	6	40.0 0.0	15	100.0 0.0
277	64.4 0.7	153	35.6 0.4	430	100.0 0.6	220	59.0 0.6	153	41.0 0.4	373	100.0 0.5
13 399	49.9 33.0	13 438	50.1 37.2	26 837	100.0 34.9	9 511	44.0 27.8	12 109	56.0 35.4	21 620	100.0 31.6
575	66.3 1.4	292	33.7 0.8	867	100.0 1.1	474	67.5 1.4	228	32.5 0.7	702	100.0 1.0
291	66.1 0.7	149	33.9 0.4	440	100.0 0.6	315	71.1 0.9	128	28.9 0.4	443	100.0 0.6
900	71.0 2.2	368	29.0 1.0	1 268	100.0 1.7	942	71.4 2.8	377	28.6 1.1	1 319	100.0 1.9
2 903	70.7 7.1	1 204	29.3 3.3	4 107	100.0 5.3	2 380	67.3 7.0	1 158	32.7 3.4	3 538	100.0 5.2
22 286	52.0 54.8	20 534	48.0 56.8	42 820	100.0 55.7	20 322	50.4 59.4	20 016	49.6 58.5	40 338	100.0 59.0
0 648	52.9 100.0	36 160	47.1 100.0	76 808	100.0 100.0	34 186	50.0 100.0	34 201	50.0 100.0	68 387	100.0 100.0

Table 43 cont'd

Type of appointment	Employee mobility (region)	
■ Downward	● between regions	• from NCR to region
		• from regions to NCR
		• from region to region
	● within same region	• from city to city
		• no change
Total ^a		
Demotion ^b		
All types of appointment ^c	● between regions	• from NCR to region
		• from regions to NCR
		• from region to region
	● within same region	• from city to city
		• no change
Grand total		

^aIn 502 appointments in 1978 and 472 in 1979, geographic area was not specified on appointment documents.

^bAll 5 demotions in 1978 and 3 in 1979 occurred with no change in region.

^cIncludes 620 employees in 1978 and 576 in 1979 whose type of appointment was not specified on appointment documents.

1978						1979					
Men		Women		Total		Men		Women		Total	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
47	40.2	70	59.8	117	100.0	45	48.4	48	51.6	93	100.0
2.6		6.5		4.0		2.7		4.6		3.4	
18	64.3	10	35.7	28	100.0	22	55.0	18	45.0	40	100.0
1.0		0.9		1.0		1.3		1.7		1.5	
72	55.8	57	44.2	129	100.0	76	59.8	51	40.2	127	100.0
3.9		5.3		4.4		4.5		4.9		4.7	
202	65.8	105	34.2	307	100.0	176	67.2	86	32.8	262	100.0
11.0		9.7		10.5		10.5		8.3		9.7	
503	64.1	843	35.9	2 346	100.0	1 360	62.1	831	37.9	2 191	100.0
81.6		77.7		80.2		81.0		80.4		80.8	
842	62.9	1 085	37.1	2 927	100.0	1 679	61.9	1 034	38.1	2 713	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
5	100.0	0	0.0	5	100.0	2	66.7	1	33.3	3	100.0
100.0		0.0		100.0		100.0		100.0		100.0	
782	66.0	403	34.0	1 185	100.0	649	65.0	349	35.0	998	100.0
1.3		0.8		1.0		1.3		0.7		1.0	
502	73.3	183	26.7	685	100.0	478	74.0	168	26.0	646	100.0
0.8		0.4		0.6		0.9		0.4		0.7	
1 441	74.7	487	25.3	1 928	100.0	1 392	74.0	490	26.0	1 882	100.0
2.3		0.9		1.7		2.7		1.0		1.9	
4 634	70.5	1 936	29.5	6 570	100.0	3 631	67.4	1 757	32.6	5 388	100.0
7.4		3.7		5.7		7.1		3.7		5.5	
4 693	52.9	48 746	47.1	103 439	100.0	45 044	50.4	44 326	49.6	89 370	100.0
87.9		93.6		90.5		87.6		93.6		90.5	
2 257	54.5	52 052	45.5	114 309	100.0	51 422	52.1	47 334	47.9	98 756	100.0
100.0		100.0		100.0		100.0		100.0		100.0	

Table 44

Appointments, employee mobility (region) and language group

Number and percentage [vertical (V) and horizontal (H)] of appointments within the Public Service by type of appointment, employee mobility and language group, 1978 and 1979

Type of appointment	Employee mobility (region)	
Promotion		
	● between regions	<ul style="list-style-type: none">• from NCR to region• from regions to NCR• from region to region
	● within same region	<ul style="list-style-type: none">• from city to city• no change
	Total ^c	
Transfer		
■ Lateral ■ reappointment for an additional term	● between regions	<ul style="list-style-type: none">• from NCR to region• from regions to NCR• from region to region
	● within same region	<ul style="list-style-type: none">• from city to city• no change
■ other	● between regions	<ul style="list-style-type: none">• from NCR to region• from regions to NCR• from region to region
	● within same region	<ul style="list-style-type: none">• from city to city• no change
	Total ^c	

^aPreferred working language of appointee.

^bIncludes 959 appointments in 1978 and 607 in 1979 for which the preferred working language of the appointee was not specified on appointment documents.

^cIn 502 appointments in 1978 and 472 in 1979, geographic area was not specified on appointment documents.

^dAll 5 demotions in 1978 and 3 in 1979 occurred with no change in region.

^eIncludes 620 employees in 1978 and 576 in 1979 whose type of appointment was not specified on appointment documents.

1978						1979					
Anglophones ^a		Francophones ^a		Total ^b		Anglophones ^a		Francophones ^a		Total ^b	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
152	81.3	34	18.2	187	100.0	140	78.2	38	21.2	179	100.0
0.6		0.4		0.6		0.7		0.6		0.7	
162	77.5	44	21.1	209	100.0	113	76.4	34	23.0	148	100.0
0.6		0.6		0.6		0.6		0.5		0.5	
493	96.3	18	3.5	512	100.0	391	92.9	29	6.9	421	100.0
1.9		0.2		1.5		1.9		0.4		1.6	
260	73.3	451	26.2	1 720	100.0	877	72.5	328	27.1	1 210	100.0
4.9		5.7		5.1		4.4		4.8		4.5	
590	75.3	7 374	23.5	31 321	100.0	18 586	74.0	6 344	25.3	25 119	100.0
91.9		93.1		92.3		92.4		93.7		92.8	
557	75.6	7 921	23.3	33 949	100.0	20 107	74.3	6 773	25.0	27 077	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
12	85.7	2	14.3	14	100.0	20	83.3	4	16.7	24	100.0
0.0		0.0		0.0		0.0		0.0		0.0	
6	75.0	2	25.0	8	100.0	13	86.7	2	13.3	15	100.0
0.0		0.0		0.0		0.0		0.0		0.0	
16	100.0	0	0.0	16	100.0	14	93.3	1	6.7	15	100.0
0.0		0.0		0.0		0.0		0.0		0.0	
285	66.3	145	33.7	430	100.0	261	70.0	112	30.0	373	100.0
0.5		0.7		0.6		0.5		0.6		0.5	
1144	71.3	7 515	28.0	26 837	100.0	16 609	76.8	4 856	22.5	21 620	100.0
35.1		34.7		34.9		33.7		26.0		31.6	
319	71.4	235	27.1	867	100.0	500	71.2	196	27.9	702	100.0
1.1		1.1		1.1		1.0		1.0		1.0	
336	76.4	99	22.5	440	100.0	331	74.7	107	24.2	443	100.0
0.6		0.5		0.6		0.7		0.6		0.6	
158	91.3	106	8.4	1 268	100.0	1 236	93.7	81	6.1	1 319	100.0
2.1		0.5		1.7		2.5		0.4		1.9	
350	71.8	1 154	28.1	4 107	100.0	2 651	74.9	885	25.0	3 538	100.0
5.4		5.3		5.3		5.4		4.7		5.2	
1041	70.2	12 416	29.0	42 820	100.0	27 667	68.6	12 447	30.9	40 338	100.0
55.1		57.3		55.7		56.1		66.6		59.0	
168	71.0	21 674	28.2	76 808	100.0	49 302	72.1	18 691	27.3	68 387	100.0
100.0		100.0		100.0		100.0		100.0		100.0	

Table 44 cont'd

Type of appointment	Employee mobility (region)	
■ Downward	● between regions	• from NCR to reg
		• from regions to
		• from region to re
	● within the same region	• from city to city
		• no change
Total ^c		
Demotion ^d		
All types of appointment ^a	● between regions	• from NCR to reg
		• from regions' to l
		• from region to re
	● within same region	• from city to city
		• no change
Grand total		

^aPreferred working language of appointee.

^bIncludes 959 appointments in 1978 and 607 in 1979 for which the preferred working language of the appointee was not specified on appointment documents.

^cIn 502 appointments in 1978 and 472 in 1979, geographic area was not specified on appointment documents.

^dAll 5 demotions in 1978 and 3 in 1979 occurred with no change in region.

^eIncludes 620 employees in 1978 and 576 in 1979 whose type of appointment was not specified on appointment documents.

1978						1979					
Anglophones ^a		Francophones ^a		Total ^b		Anglophones ^a		Francophones ^a		Total ^b	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
93	79.5	21	17.9	117	100.0	75	80.6	17	18.3	93	100.0
4.1		3.2		4.0		3.6		2.7		3.4	
22	78.6	6	21.4	28	100.0	33	82.5	6	15.0	40	100.0
1.0		0.9		1.0		1.6		0.9		1.5	
24	96.1	5	3.9	129	100.0	119	93.7	7	5.5	127	100.0
5.5		0.8		4.4		5.8		1.1		4.7	
39	77.9	68	22.1	307	100.0	210	80.2	51	19.5	262	100.0
10.6		10.3		10.5		10.2		8.0		9.7	
75	75.7	559	23.8	2 346	100.0	1 622	74.0	559	25.5	2 191	100.0
78.8		84.8		80.2		78.8		87.3		80.8	
53	77.0	659	22.5	2 927	100.0	2 059	75.9	640	23.6	2 713	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
3	60.0	2	40.0	5	100.0	1	33.3	2	66.7	3	100.0
100.0		100.0		100.0		100.0		100.0		100.0	
76	73.9	292	24.6	1 185	100.0	735	73.6	255	25.6	998	100.0
1.1		1.0		1.0		1.0		1.0		1.0	
26	76.8	151	22.0	685	100.0	490	75.9	149	23.1	646	100.0
0.6		0.5		0.6		0.7		0.6		0.7	
94	93.0	129	6.7	1 928	100.0	1 760	93.5	118	6.3	1 882	100.0
2.2		0.4		1.7		2.5		0.4		1.9	
39	72.1	1 819	27.7	6 570	100.0	4 004	74.3	1 376	25.5	5 388	100.0
5.7		6.0		5.7		5.6		5.2		5.5	
30	72.1	27 898	27.0	103 439	100.0	64 565	72.2	24 227	27.1	89 370	100.0
90.0		91.6		90.5		89.9		92.0		90.5	
30	72.5	30 470	26.7	114 309	100.0	71 819	72.7	26 330	26.7	98 756	100.0
100.0		100.0		100.0		100.0		100.0		100.0	

Table 45

Appointments, type and appointing authority

Number and percentage [vertical (V) and horizontal (H)] of appointments within the Public Service by type and appointing authority, 1978 and 1979

Type of appointment	Selection process	
Promotion		
	● with competition	• poster
		• inventory
	● without competition	• reclassification
		• other processes
	Total	
Transfer		
■ Lateral	● with competition	• poster
		• inventory
■ Reappointment for an additional term	● without competition	• reclassification
		• other processes
	● with competition	• poster
		• inventory
	● without competition	• reclassification
		• other processes
	Total	

1978						1979					
PSC authority		Departmental authority		Total		PSC authority		Departmental authority		Total	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
952	5.9	15 092	94.1	16 044	100.0	489	3.8	12 347	96.2	12 836	100.0
	22.7		50.7		47.3		24.5		49.2		47.4
936	23.8	2 995	76.2	3 931	100.0	378	18.4	1 674	81.6	2 052	100.0
	22.3		10.1		11.6		18.9		6.7		7.6
181	16.1	6 173	83.9	7 354	100.0	599	11.4	4 640	88.6	5 239	100.0
	28.1		20.8		21.7		30.0		18.5		19.3
131	17.1	5 489	82.9	6 620	100.0	530	7.6	6 420	92.4	6 950	100.0
	26.9		18.5		19.5		26.6		25.6		25.7
100	12.4	29 749	87.6	33 949	100.0	1 996	7.4	25 081	92.6	27 077	100.0
	100.0		100.0		100.0		100.0		100.0		100.0
16	0.7	2 121	99.3	2 137	100.0	6	0.2	2 580	99.8	2 586	100.0
	0.3		3.0		2.8		0.2		4.0		3.8
78	3.8	1 949	96.2	2 027	100.0	22	0.6	3 384	99.4	3 406	100.0
	1.4		2.7		2.6		0.6		5.2		5.0
1	14.3	6	85.7	7	100.0	1	16.7	5	83.3	6	100.0
	0.0		0.0		0.0		0.0		0.0		0.0
390	3.8	22 244	96.2	23 134	100.0	478	3.0	15 571	97.0	16 049	100.0
	16.4		31.2		30.1		12.7		24.1		23.5
548	3.4	15 551	96.6	16 099	100.0	360	2.5	14 073	97.5	14 433	100.0
	10.1		21.8		21.0		9.5		21.8		21.1
585	11.8	4 367	88.2	4 952	100.0	244	3.7	6 331	96.3	6 575	100.0
	10.8		6.1		6.4		6.5		9.8		9.6
543	29.5	1 297	70.5	1 840	100.0	682	36.8	1 173	63.2	1 855	100.0
	10.0		1.8		2.4		18.1		1.8		2.7
763	10.4	23 849	89.6	26 612	100.0	1 977	8.4	21 500	91.6	23 477	100.0
	50.9		33.4		34.6		52.4		33.3		34.3
124	7.1	71 384	92.9	76 808	100.0	3 770	5.5	64 617	94.5	68 387	100.0
	100.0		100.0		100.0		100.0		100.0		100.0

Table 45 cont'd

Type of appointment	Selection process	
■ Downward	● with competition	• poster
		• inventory
	● without competition	• reclassification
		• other processes
	Total	
Demotion		
All types of appointment ^a		
	● with competition	• poster
		• inventory
	● without competition	• reclassification
		• other processes
	Grand total	

^aIncludes 620 employees in 1978 and 576 in 1979 whose type of appointment was not specified on appointment documents.

1978												1979											
PSC authority		Departmental authority				Total		PSC authority		Departmental authority				Total		PSC authority		Departmental authority				Total	
No.	% (H)	No.		% (H)	No.		% (H)	No.	% (H)	No.		% (H)	No.		% (H)	No.	% (H)	No.		% (H)	No.		% (H)
% (V)		% (V)			% (V)			% (V)		% (V)			% (V)			% (V)		% (V)			% (V)		
31	4.5	656	95.5	687	100.0	13	2.3	557	97.7	570	100.0												
11.1		24.8		23.5		6.5		22.2		21.0													
21	12.3	150	87.7	171	100.0	8	6.5	116	93.5	124	100.0												
7.5		5.7		5.8		4.0		4.6		4.6													
11	14.5	65	85.5	76	100.0	11	22.4	38	77.6	49	100.0												
3.9		2.5		2.6		5.5		1.5		1.8													
17	10.9	1 776	89.1	1 993	100.0	167	8.5	1 803	91.5	1 970	100.0												
77.5		67.1		68.1		83.9		71.7		72.6													
80	9.6	2 647	90.4	2 927	100.0	199	7.3	2 514	92.7	2 713	100.0												
100.0		100.0		100.0		100.0		100.0		100.0													
0	0.0	5	100.0	5	100.0	1	33.3	2	66.7	3	100.0												
0.0		100.0		100.0		100.0		100.0		100.0													
551	4.4	33 673	95.6	35 224	100.0	870	2.8	29 738	97.2	30 608	100.0												
15.6		32.3		30.8		14.6		32.1		31.0													
326	14.5	9 581	85.5	11 207	100.0	653	5.3	11 693	94.7	12 346	100.0												
16.4		9.2		9.8		10.9		12.6		12.5													
736	18.7	7 542	81.3	9 278	100.0	1 293	18.1	5 856	81.9	7 149	100.0												
17.5		7.2		8.1		21.7		6.3		7.2													
001	8.5	53 599	91.5	58 600	100.0	3 155	6.5	45 498	93.5	48 653	100.0												
50.4		51.3		51.3		52.8		49.0		49.3													
114	8.7	104 395	91.3	114 309	100.0	5 971	6.0	92 785	94.0	98 756	100.0												
100.0		100.0		100.0		100.0		100.0		100.0													

Table 46

Appointments, geographic area and sex

Number and percentage of appointments to and within the Public Service, by geographic area and sex, 1978 and 1979

Geographic area	1978										
	To the Public Service					Within the Public Service					Grand total
	Men		Women		Total	Men		Women		Total	
	No.	%	No.	%		No.	%	No.	%		
Newfoundland	253	68.2	118	31.8	371	1 569	69.4	692	30.6	2 261	2 632
Prince Edward Island	43	63.2	25	36.8	68	348	56.9	264	43.1	612	680
Nova Scotia	656	68.3	305	31.7	961	4 465	68.5	2 054	31.5	6 519	7 480
New Brunswick	273	54.0	233	46.0	506	2 108	60.3	1 390	39.7	3 498	4 004
Québec (except NCR)	2 095	66.4	1 060	33.6	3 155	11 425	58.4	8 140	41.6	19 565	22 720
Ontario (except NCR)	1 759	53.0	1 560	47.0	3 319	11 538	57.3	8 585	42.7	20 123	23 442
Manitoba	461	47.5	510	52.5	971	2 223	53.6	1 921	46.4	4 144	5 115
Saskatchewan	422	51.8	393	48.2	815	1 317	51.0	1 266	49.0	2 583	3 398
Alberta	1 212	48.7	1 279	51.3	2 491	3 126	50.4	3 078	49.6	6 204	8 695
British Columbia	1 094	54.6	909	45.4	2 003	6 366	60.6	4 133	39.4	10 499	12 502
Yukon Territory	98	49.7	99	50.3	197	269	63.6	154	36.4	423	620
Northwest Territories	203	47.5	224	52.5	427	434	56.6	333	43.4	767	1 194
National Capital Region	1 897	48.2	2 039	51.8	3 936	16 908	45.8	20 021	54.2	36 929	40 865
Abroad	4	80.0	1	20.0	5	160	88.4	21	11.6	181	186
Total ^a	10 470	54.5	8 755	45.5	19 225	62 257	54.5	52 052	45.5	114 309	133 534
1979											
Newfoundland	197	69.9	85	30.1	282	1 336	66.5	672	33.5	2 008	2 290
Prince Edward Island	39	59.1	27	40.9	66	284	63.1	166	36.9	450	516
Nova Scotia	512	72.3	196	27.7	708	4 329	70.1	1 847	29.9	6 176	6 884
New Brunswick	192	50.0	192	50.0	384	1 761	59.0	1 222	41.0	2 983	3 367
Québec (except NCR)	1 197	61.2	760	38.8	1 957	9 189	54.4	7 691	45.6	16 880	18 837
Ontario (except NCR)	1 408	54.9	1 156	45.1	2 564	8 277	51.9	7 685	48.1	15 962	18 526
Manitoba	486	48.9	507	51.1	993	2 180	52.0	2 009	48.0	4 189	5 182
Saskatchewan	369	42.4	501	57.6	870	1 286	49.5	1 311	50.5	2 597	3 467
Alberta	1 268	43.2	1 664	56.8	2 932	2 998	48.0	3 242	52.0	6 240	9 172
British Columbia	862	48.1	930	51.9	1 792	5 576	56.4	4 315	43.6	9 891	11 683
Yukon Territory	79	35.1	146	64.9	225	200	47.6	220	52.4	420	645
Northwest Territories	188	43.7	242	56.3	430	382	55.7	304	44.3	686	1 116
National Capital Region	976	46.7	1 112	53.3	2 088	13 472	44.8	16 600	55.2	30 072	32 160
Abroad	1	50.0	1	50.0	2	149	74.9	50	25.1	199	201
Total ^a	7 774	50.8	7 519	49.2	15 293	51 422	52.1	47 334	47.9	98 756	114 049

^aIncludes one appointment in 1978 and 3 in 1979 where geographic area was not specified.

Figure 3
Appointments and linguistic status
of positions
 Appointments to and within the Public Service by linguistic status of positions and language group of employees, 1976 to 1979

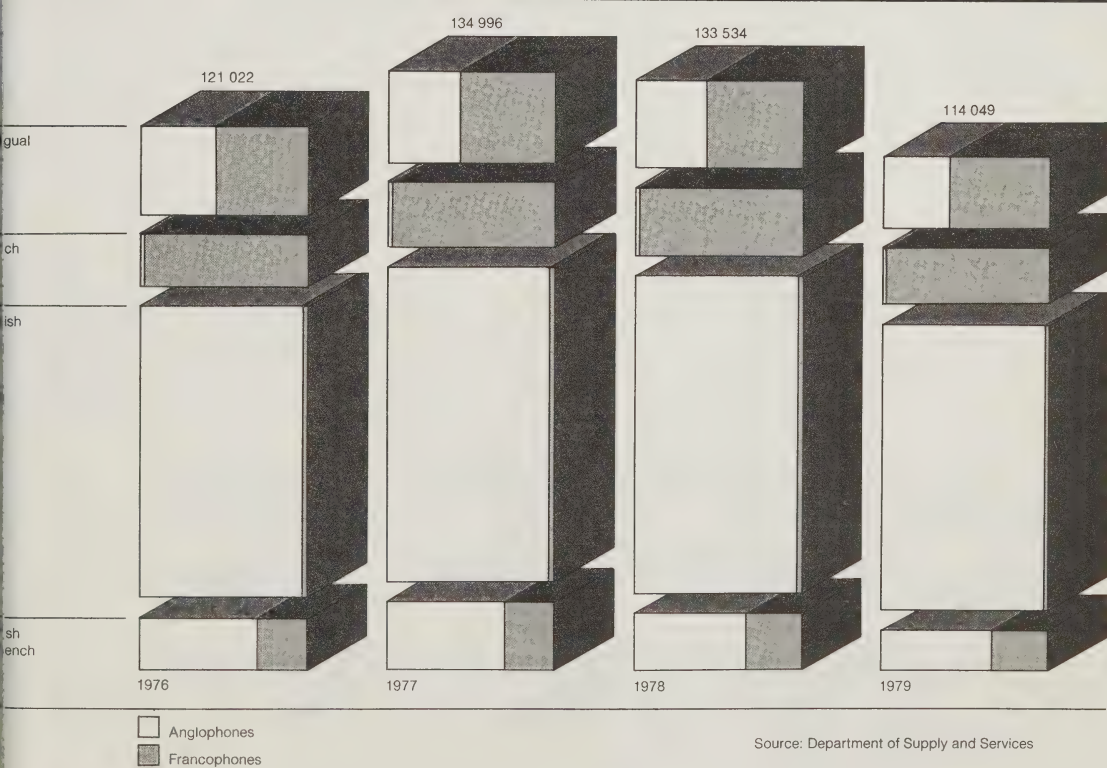


Table 47

Appointments, geographic area and language group

Number and percentage of appointments to and within the Public Service, by geographic area and language group, 1978 and 1979

Geographic area	1978										
	To the Public Service					Within the Public Service					Grand total
	Anglophones ^a		Francophones ^a		Total ^b	Anglophones ^a		Francophones ^a		Total ^b	
No.	%	No.	%	No.		%	No.	%	No.		%
Newfoundland	370	99.7	1	0.3	371	2 251	99.6	9	0.4	2 261	2 632
Prince Edward Island	67	98.5	1	1.5	68	612	100.0	0	0.0	612	680
Nova Scotia	937	97.5	23	2.4	961	6 450	98.9	66	1.0	6 519	7 480
New Brunswick	443	87.5	51	10.1	506	2 937	84.0	508	14.5	3 498	4 004
Québec (except NCR)	114	3.6	3 034	96.2	3 155	811	4.1	18 684	95.5	19 565	22 720
Ontario (except NCR)	3 240	97.6	74	2.2	3 319	19 771	98.3	318	1.6	20 123	23 442
Manitoba	966	99.5	5	0.5	971	4 118	99.4	23	0.6	4 144	5 115
Saskatchewan	795	97.5	19	2.3	815	2 577	99.8	4	0.2	2 583	3 398
Alberta	2 487	99.8	3	0.1	2 491	6 187	99.7	12	0.2	6 204	8 695
British Columbia	1 998	99.8	5	0.2	2 003	10 471	99.7	22	0.2	10 499	12 502
Yukon Territory	197	100.0	0	0.0	197	423	100.0	0	0.0	423	620
Northwest Territories	426	99.8	1	0.2	427	728	94.9	39	5.1	767	1 194
National Capital Region	2 644	67.2	1 237	31.4	3 936	25 401	68.8	10 746	29.1	36 929	40 865
Abroad	2	40.0	3	60.0	5	142	78.5	39	21.5	181	186
Total^c	14 686	76.4	4 457	23.2	19 225	82 880	72.5	30 470	26.7	114 309	133 534
1979											
Newfoundland	282	100.0	0	0.0	282	2 004	99.8	3	0.1	2 008	2 290
Prince Edward Island	64	97.0	2	3.0	66	438	97.3	11	2.4	450	516
Nova Scotia	683	96.5	25	3.5	708	6 129	99.2	46	0.7	6 176	6 884
New Brunswick	318	82.8	61	15.9	384	2 438	81.7	493	16.5	2 983	3 367
Québec (except NCR)	58	3.0	1 894	96.8	1 957	425	2.5	16 437	97.4	16 880	18 837
Ontario (except NCR)	2 503	97.6	56	2.2	2 564	15 658	98.1	282	1.8	15 962	18 526
Manitoba	986	99.3	7	0.7	993	4 174	99.6	14	0.3	4 189	5 182
Saskatchewan	869	99.9	1	0.1	870	2 588	99.7	7	0.3	2 597	3 467
Alberta	2 924	99.7	1	0.0	2 932	6 228	99.8	9	0.1	6 240	9 172
British Columbia	1 788	99.8	3	0.2	1 792	9 876	99.8	12	0.1	9 891	11 683
Yukon Territory	224	99.6	1	0.4	225	419	99.8	1	0.2	420	645
Northwest Territories	426	99.1	4	0.9	430	656	95.6	30	4.4	686	1 116
National Capital Region	1 427	68.3	640	30.7	2 088	20 646	68.7	8 923	29.7	30 072	32 160
Abroad	2	100.0	0	0.0	2	140	70.4	59	29.6	199	201
Total^c	12 554	82.1	2 695	17.6	15 293	71 819	72.7	26 330	26.7	98 756	114 049

^aPreferred working language of appointee.^bIncludes 82 appointments "to" the Public Service and 959 "within" in 1978; and 44 "to" and 607 "within" in 1979, where the language was not specified on appointment documents.^cIncludes one appointment in 1978 and 3 in 1979 where geographic area was not specified on appointment documents.

Figure 4
Appointments, linguistic status of
positions and National Capital Region
 Appointments to and within the Public
 Service by linguistic status of positions
 and language group of employees in
 the NCR, 1976 to 1979

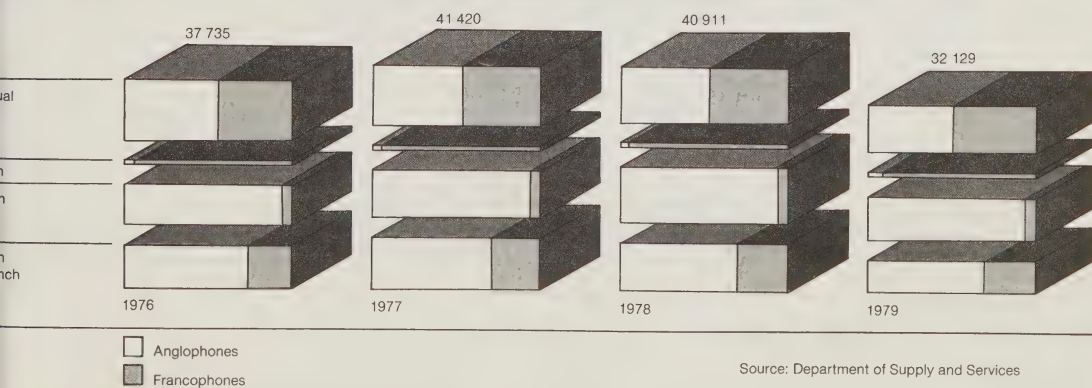


Table 48

Appointments, category, linguistic status of position and language group

Number and percentage of appointments to and within the Public Service, by occupational category, linguistic status of position and language group of employee, 1978 and 1979

		1978										
		To the Public Service					Within the Public Service					
Occupational category	Linguistic status of position	Anglo-phones ^a		Franco-phones ^a		Total ^b	Anglo-phones ^a		Franco-phones ^a		Total ^b	Grand total
		No.	%	No.	%	No.	No.	%	No.	%	No.	No.
Senior Executive	Bilingual	12	57.1	9	42.9	21	304	78.6	83	21.4	396	417
	French	0	0.0	0	0.0	0	0	0.0	0	0.0	0	0
	English	2	100.0	0	0.0	2	56	96.6	2	3.4	58	60
	French or English	0	0.0	0	0.0	0	28	100.0	0	0.0	29	29
	Total^c	14	60.9	9	39.1	23	391	82.1	85	17.9	486	509
Scientific and Professional	Bilingual	50	36.8	86	63.2	137	816	56.7	622	43.3	1 460	1 597
	French	7	5.9	112	94.1	119	16	2.7	584	97.3	601	720
	English	1 167	98.7	15	1.3	1 183	4 054	98.5	62	1.5	4 124	5 307
	French or English	142	75.5	46	24.5	188	336	82.2	73	17.8	411	599
	Total^c	1 366	84.1	259	15.9	1 627	5 223	79.6	1 341	20.4	6 597	8 224
Administrative and Foreign Service	Bilingual	173	38.5	276	61.5	456	3 585	48.4	3 828	51.6	7 605	8 061
	French	4	2.4	160	97.6	164	32	1.9	1 693	98.1	1 730	1 894
	English	1 175	98.8	14	1.2	1 189	10 636	98.7	144	1.3	10 807	11 996
	French or English	225	71.7	89	28.3	315	755	83.2	152	16.8	919	1 234
	Total^c	1 577	74.5	539	25.5	2 124	15 009	72.1	5 817	27.9	21 062	23 186
Technical	Bilingual	41	29.7	97	70.3	139	488	36.6	847	63.4	1 356	1 495
	French	3	2.5	119	97.5	122	15	2.0	722	98.0	738	860
	English	1 153	99.2	9	0.8	1 163	6 241	99.2	51	0.8	6 298	7 461
	French or English	120	82.2	26	17.8	146	525	77.0	157	23.0	686	832
	Total^c	1 317	84.0	251	16.0	1 570	7 269	80.4	1 777	19.6	9 078	10 648
Administrative Support	Bilingual	186	26.6	514	73.4	732	2 994	35.9	5 340	64.1	8 733	9 465
	French	6	0.9	650	99.1	656	79	1.2	6 361	98.8	6 458	7 114
	English	3 329	98.5	52	1.5	3 384	24 400	97.8	554	2.2	25 017	28 401
	French or English	350	59.2	241	40.8	600	4 931	65.8	2 564	34.2	7 588	8 188
	Total^c	3 872	72.7	1 457	27.3	5 373	32 416	68.6	14 828	31.4	47 817	53 190
Operational	Bilingual	77	57.0	58	43.0	136	259	33.5	514	66.5	794	930
	French	12	0.8	1 534	99.2	1 548	58	1.2	4 869	98.8	4 929	6 477
	English	6 075	99.6	25	0.4	6 103	20 734	99.7	66	0.3	20 806	26 909
	French or English	349	52.1	321	47.9	690	1 470	55.8	1 163	44.2	2 679	3 369
	Total^c	6 514	77.1	1 940	22.9	8 480	22 524	77.3	6 615	22.7	29 214	37 694
All categories ^d	Bilingual	539	34.1	1 040	65.9	1 621	8 463	43.0	11 240	57.0	20 367	21 988
	French	32	1.2	2 575	98.8	2 609	200	1.4	14 229	98.6	14 456	17 065
	English	12 922	99.1	115	0.9	13 045	66 136	98.7	880	1.3	67 126	80 171
	French or English	1 191	62.2	725	37.8	1 946	8 061	66.2	4 109	33.8	12 328	14 274
	Grand total	14 686	76.7	4 457	23.3	19 225	82 880	73.1	30 470	26.9	114 309	133 534

^aPreferred working language of employee.

^bIn 36 cases in 1978 and 49 in 1979, the language status of positions was not specified.

^cIncludes 82 appointments "to" the Public Service and 959 "within" in 1978, and 44 "to" and 607 "within" in 1979, where the language was not specified on appointment documents.

^dIncludes 83 appointments in 1978 and 69 in 1979 to positions which have not been converted to one of the six occupational categories.

1979

To the Public Service					Within the Public Service					
Anglo-phones ^a		Franco-phones ^a		Total ^b	Anglo-phones ^a		Franco-phones ^a		Total ^b	Grand total ^b
No.	%	No.	%	No.	No.	%	No.	%	No.	No. %
5	50.0	5	50.0	10	232	76.1	73	23.9	321	331 79.2
0	0.0	1	100.0	1	0	0.0	0	0.0	0	1 0.2
3	100.0	0	0.0	3	50	98.0	1	2.0	51	54 12.9
1	50.0	1	50.0	2	15	93.8	1	6.2	16	18 4.3
9	52.9	8	47.1	17	308	80.0	77	20.0	401	418 100.0
46	41.1	66	58.9	113	638	54.1	541	45.9	1 194	1 307 19.5
3	2.7	107	97.3	111	12	4.2	277	95.8	290	401 6.0
156	98.9	13	1.1	1 174	3 408	98.8	41	1.2	3 452	4 626 69.2
59	70.2	25	29.8	84	220	84.3	41	15.7	263	347 5.2
165	85.7	211	14.3	1 483	4 283	82.6	900	17.4	5 204	6 687 100.0
127	51.4	120	48.6	250	2 870	45.8	3 397	54.2	6 397	6 647 34.1
1	0.6	156	99.4	158	22	1.6	1 328	98.4	1 352	1 510 7.7
784	98.4	13	1.6	798	9 616	98.7	126	1.3	9 779	10 577 54.2
100	78.1	28	21.9	128	520	85.1	91	14.9	616	744 3.8
112	76.1	317	23.9	1 334	13 051	72.5	4 947	27.5	18 172	19 506 100.0
26	22.6	89	77.4	116	303	29.5	724	70.5	1 034	1 150 13.0
1	3.7	26	96.3	27	15	3.1	471	96.9	488	515 5.8
382	99.5	4	0.5	886	5 754	99.0	60	1.0	5 822	6 708 75.7
80	77.7	23	22.3	103	293	76.7	89	23.3	386	489 5.5
189	87.4	142	12.6	1 132	6 365	82.6	1 344	17.4	7 730	8 862 100.0
125	26.4	348	73.6	485	2 412	33.4	4 806	66.6	7 457	7 942 17.1
6	1.5	383	98.5	392	71	1.2	6 058	98.8	6 136	6 528 14.0
598	98.8	32	1.2	2 630	23 115	97.5	586	2.5	23 740	26 370 56.7
147	67.1	72	32.9	219	3 516	65.3	1 869	34.7	5 435	5 654 12.2
176	77.5	835	22.5	3 726	29 115	68.6	13 319	31.4	42 769	46 495 100.0
40	53.3	35	46.7	82	215	30.5	491	69.5	719	801 2.5
14	1.4	1 023	98.6	1 039	65	1.5	4 236	98.5	4 303	5 342 16.7
111	99.8	13	0.2	6 125	17 142	99.6	67	0.4	17 218	23 343 72.9
204	65.2	109	34.8	319	1 250	57.1	941	42.9	2 207	2 526 7.9
169	84.4	1 180	15.6	7 565	18 672	76.5	5 735	23.5	24 447	32 012 100.0
69	35.8	663	64.2	1 056	6 679	39.9	10 040	60.1	17 139	18 195 16.0
25	1.5	1 697	98.5	1 729	185	1.5	12 370	98.5	12 569	14 298 12.5
665	99.4	75	0.6	11 647	59 097	98.5	881	1.5	60 074	71 721 62.9
594	69.6	259	30.4	859	5 818	65.7	3 032	34.3	8 927	9 786 8.6
154	82.3	2 695	17.7	15 293	71 819	73.2	26 330	26.8	98 756	114 049 100.0

Table 49

Appointments and imperative bilingual positions

Number and percentage of appointments from outside and within the Public Service to imperative bilingual positions, by occupational category, type of employment and language group, 1979

Occupational category	Type of employment	1979					
		Anglophones ^a		Francophones ^a		Total	
		No.	%	No.	%	No.	
Senior Executive	Indeterminate	2	66.7	9	90.0	11	
	Specified term	1	33.3	1	10.0	2	
	Total^c	3	100.0	10	100.0	13	
Scientific and Professional	Indeterminate	6	12.0	24	26.4	30	
	Specified term	42	84.0	65	71.4	107	
	Total^c	50	100.0	91	100.0	141	
Administrative and Foreign Service	Indeterminate	54	23.5	103	30.0	157	
	Specified term	173	75.2	238	69.4	425	
	Total^c	230	100.0	343	100.0	587	
Technical	Indeterminate	10	26.3	10	15.6	20	
	Specified term	25	65.8	54	84.4	79	
	Total^c	38	100.0	64	100.0	102	
Administrative Support	Indeterminate	36	4.4	106	5.5	142	
	Specified term	761	94.0	1 785	93.4	2 654	
	Total^c	810	100.0	1 912	100.0	2 831	
Operational	Indeterminate	11	19.6	7	6.0	18	
	Specified term	40	71.4	105	90.5	145	
	Total^c	56	100.0	116	100.0	178	
All categories	Indeterminate	119	10.0	259	10.2	378	
	Specified term	1 042	87.8	2 248	88.6	3 412	
	Grand total	1 187	100.0	2 536	100.0	3 852	

^aPreferred working language of appointee.

^bIncludes 129 employees whose preferred working language was not specified on appointment documents.

^cIn 62 cases, type of employment was not specified on appointment documents.

Note: As in the past, no candidate may be appointed to a Specified term position unless its language requirements are met.

Table 50

Appointments and non-imperative bilingual positions

Number and percentage of appointments from outside and within the Public Service to non-imperative bilingual positions, by occupational category, status of appointee, and language group, 1979

Occupational category	Status of appointee as to linguistic requirements of position	1979					
		Anglophones ^a		Francophones ^a		Total ^b	
		No.	%	No.	%	No.	%
Senior Executive	Met	123	52.6	64	94.1	202	63.5
	Must meet	72	30.8	3	4.4	75	23.6
	Not required to meet ^c	33	14.1	0	0.0	34	10.7
	Total^d	234	100.0	68	100.0	318	100.0
Scientific and Professional	Met	369	58.2	442	85.7	825	70.8
	Must meet	180	28.4	65	12.6	245	21.0
	Not required to meet ^c	84	13.2	9	1.7	95	8.1
	Total^d	634	100.0	516	100.0	1 166	100.0
Administrative and Foreign Service	Met	1 771	64.0	2 743	86.4	4 623	76.3
	Must meet	622	22.5	232	7.3	863	14.2
	Not required to meet ^c	373	13.5	198	6.2	572	9.4
	Total^d	2 767	100.0	3 174	100.0	6 060	100.0
Technical	Met	176	60.5	548	73.2	730	69.7
	Must meet	62	21.3	89	11.9	152	14.5
	Not required to meet ^c	53	18.2	112	15.0	166	15.8
	Total^d	291	100.0	749	100.0	1 048	100.0
Administrative Support	Met	1 051	60.9	2 802	86.4	3 982	77.9
	Must meet	510	29.5	332	10.2	850	16.6
	Not required to meet ^c	165	9.6	106	3.3	276	5.4
	Total^d	1 727	100.0	3 242	100.0	5 111	100.0
Operational	Met	135	67.8	303	73.9	452	72.6
	Must meet	38	19.1	80	19.5	118	18.9
	Not required to meet ^c	26	13.1	27	6.6	53	8.5
	Total^d	199	100.0	410	100.0	623	100.0
All categories ^e	Met	3 632	62.0	6 908	84.6	10 827	75.5
	Must meet	1 484	25.3	801	9.8	2 303	16.1
	Not required to meet ^c	736	12.6	454	5.6	1 200	8.4
	Grand total	5 861	100.0	8 167	100.0	14 343	100.0

^aPreferred working language of appointee.^bIncludes 315 employees in 1979 whose preferred working language was not specified on appointment documents.^cIncumbents authorized by the Exclusion Order to occupy a bilingual position without meeting its linguistic requirement, although some incumbents may express the willingness to meet it. Aside from unilingual incumbents, this group consists of bilingual employees whose linguistic status is lower than the requirements of the position.^dIn 13 cases, the linguistic status of the appointee was not specified on appointment documents.^eIncludes 17 employees whose positions have not been converted to one of the six occupational categories.

Table 51

Appointments and university graduates

Number and percentage of university graduates and appointments made through the university recruitment program, by geographic area in which degree was obtained, language group and sex, 1979

Geographic area	Graduates ^a				Appointments				
	Men	Women	Total		Anglo-phones ^b	Franco-phones ^b	Men	Women	Total
			No.	%					
Newfoundland	895	665	1 560	1.5	0	0	0	0	0
Prince Edward Island	155	170	325	0.3	0	0	0	0	0
Nova Scotia	2 730	2 420	5 150	4.9	32	0	22	10	32
New Brunswick	1 340	1 300	2 640	2.5	4	4	4	4	8
Québec	13 955	10 615	24 570	23.7	31	89	79	41	120
Ontario	24 090	21 725	45 815	44.1	395	43	226	212	438
Manitoba	2 680	2 305	4 985	4.8	26	1	20	7	27
Saskatchewan	1 950	1 640	3 590	3.5	1	0	1	0	1
Alberta	4 365	3 710	8 075	7.8	14	0	9	5	14
British Columbia	3 960	3 160	7 120	6.9	9	0	6	3	9
Abroad ^c	—	—	—	—	5	2	4	3	7
Total	56 120	47 710	103 830	100.0	517	139	371	285	656

^aData on graduates in the 1978-1979 academic year come from Statistics Canada.

^bPreferred working language of appointee.

^cCanadians studying outside Canada.

Table 52

Appointments, applications and university graduates

Number of applications and university graduates appointed through the university recruitment program, by occupational field, language group and sex, 1978 and 1979

Occupational field	1978									
	Applications					Appointments				
	Anglo-phones ^a	Franco-phones ^a	Men	Women	Total ^b	Anglo-phones ^a	Franco-phones ^a	Men	Women	
Administrative	8 924	2 192	6 566	4 550	11 116	300	117	216	201	
Foreign Service	3 148	815	2 881	1 082	3 963	19	5	17	7	
Auditing and Accounting	2 366	644	2 326	684	3 010	189	91	211	69	
Pure and Applied Sciences	3 452	1 151	3 176	1 427	4 603	148	44	142	50	
Computer Systems	702	161	675	188	863	27	2	24	5	
Social Economic	1 980	558	1 447	1 091	2 538	65	44	56	53	
Total	20 572	5 521	17 071	9 022	26 093	748	303	666	385	
Occupational field	1979									
	Anglo-phones ^a	Franco-phones ^a	Men	Women	Total ^b	Anglo-phones ^a	Franco-phones ^a	Men	Women	
	Anglo-phones ^a	Franco-phones ^a	Men	Women	Total ^b	Anglo-phones ^a	Franco-phones ^a	Men	Women	
Administrative	4 506	1 155	3 282	2 379	5 661	263	31	132	162	
Foreign Service	1 915	386	1 694	607	2 301	15	2	12	5	
Auditing and Accounting	2 204	597	2 054	747	2 801	55	20	47	28	
Pure and Applied Sciences	3 102	1 024	2 847	1 279	4 126	97	33	97	33	
Computer Systems	494	45	372	167	539	33	6	22	17	
Social Economic	2 556	706	1 870	1 392	3 262	54	47	61	40	
Total	14 777	3 913	12 119	6 571	18 690	517	139	371	285	

^aPreferred working language of appointee.

^bThe total number of applications exceeds the total number of applicants as some applicants sent in more than one application. The number of applicants was 16 241 in 1978 and 9 920 in 1979.

^cIncludes 25 appointments in 1978 and 15 in 1979 to the Office of the Auditor General.

le 53

Appointments and applications, community college and CEGEP graduates

Number of applications and graduates appointed through the community college and CEGEP

employment program, by occupational field, language group and sex, 1978 and 1979

Occupational field	1978									
	Applications					Appointments				
	Anglo- phones ^a	Franco- phones ^a	Men	Women	Total	Anglo- phones ^a	Franco- phones ^a	Men	Women	Total
Management Sciences	466	265	395	336	731	46	2	26	22	48
Humanities and Applied Sciences	1 574	353	1 478	449	1 927	145	20	134	31	165
Computer Systems	122	49	117	54	171	37	23	42	18	60
Total	2 162	667	1 990	839	2 829	228	45	202	71	273
Occupational field	1979									
	Applications					Appointments				
	Anglo- phones ^a	Franco- phones ^a	Men	Women	Total	Anglo- phones ^a	Franco- phones ^a	Men	Women	Total
Management Sciences	518	214	406	326	732	35	0	16	19	35
Humanities and Applied Sciences	914	285	879	320	1 199	87	11	86	12	98
Computer Systems	187	89	163	113	276	56	21	40	37	77
Total	1 619	588	1 448	759	2 207	178	32	142	68	210

^a Preferred working language of appointee.

le 54

Appointments and career-oriented summer employment

Number of students appointed through the career-oriented summer employment program, by

occupational field, type of institution, language group and sex, 1978 and 1979

Occupational field	Appointments									
	1978					1979				
	Anglo- phones ^a	Franco- phones ^a	Men	Women	Total	Anglo- phones ^a	Franco- phones ^a	Men	Women	Total
Humanities and Applied Sciences	466	125	314	277	591	435	173	301	307	608
Management Sciences	1 031	253	847	437	1 284	926	270	784	412	1 196
Total	1 497	378	1 161	714	1 875	1 361	443	1 085	719	1 804
Institution										
	1978					1979				
	Anglo- phones ^a	Franco- phones ^a	Men	Women	Total	Anglo- phones ^a	Franco- phones ^a	Men	Women	Total
University	1 399	310	1 076	633	1 709	1 250	351	992	609	1 601
Community College and CEGEP	98	68	85	81	166	111	92	93	110	203
Total	1 497	378	1 161	714	1 875	1 361	443	1 085	719	1 804

^a Preferred working language of appointee.

Table 55

Appeals and yearly change

Number of appeals against selection processes, recommendations of release or demotion and yearly change from 1969 to 1979

Year	Appeals against		Total	Yearly change %
	Selection processes	Recommendations for release or demotion		
1969	1 368	45	1 413	
1970	1 370	47	1 417	+0.3
1971	1 984	48	2 032	+43.4
1972	2 467	51	2 518	+23.9
1973	3 019	42	3 061	+21.6
1974	4 072	53	4 125	+34.8
1975	3 377	40	3 417	-17.2
1976	2 746	64	2 810	-17.8
1977	3 485	74	3 559	+26.7
1978	2 687	115	2 802	-21.3
1979	2 293	146	2 439	-13.0

^aSection 21, *Public Service Employment Act*.^bSection 31, *Public Service Employment Act*.

Table 56

Appeals and geographic area

Number and percentage of appeals against selection processes and recommendations for release or demotion, by geographic area of hearing, 1979

Geographic area	Appeals against				
	Selection processes		Recommendations for release or demotion		Total ^a
	No.	%	No.	%	
Québec (except NCR)	577	25.2	12	8.5	589
Ontario (except NCR)	289	12.6	30	20.5	319
National Capital Region and abroad	249	10.8	18	12.3	267
Nova Scotia	107	4.7	3	2.1	110
British Columbia	128	5.6	15	10.3	143
Alberta	75	3.3	2	1.4	77
New Brunswick	44	1.9	2	1.4	46
Manitoba	83	3.6	5	3.4	88
Saskatchewan	43	1.9	2	1.4	45
Newfoundland	21	0.9	0	0.0	21
Prince Edward Island	11	0.5	0	0.0	11
Northwest Territories and Yukon	12	0.5	1	0.7	13
Total^a	2 293	100.0	146	100.0	2 439

^aIncludes 710 (29.1%) appeals disposed of before hearing because the department conceded the appeal or the appellant withdrew the appeal or had no right of appeal. Of this number, 654 were appeals against selection processes and 56 against release or demotion.

Appeals and category

Number of selection processes appealed; disposition of appeals and of appeal board decisions, by occupational category and sex, 1979

Occupational category	Selection processes appealed		Disposition of decisions						Grand total ^a
			Appeals allowed		Appeals not allowed ^b		Total		
	Total ^a	Allowed							
Managerial or Executive	3	0	0	0	3	0	3	0	3
Scientific and Professional	109	12	14	5	108	9	122	14	136
Administrative and Foreign Service	456	87	92	33	447	208	539	241	780
Technical	162	27	57	0	173	8	230	8	238
Administrative Support	273	43	27	50	142	229	169	279	448
Unskilled	371	77	142	18	474	54	616	72	688
Total	1 374	246	332	106	1 347	508	1 679	614	2 293

Number of selection processes appealed is lower than the grand total of appeals, as there can be more than one appeal against a given selection process. Among the appeals not allowed are those which were dismissed, withdrawn by the appellant, or disposed of by being submitted to an appeal board because the department conceded the appeal, the appellant withdrew the appeal or had no right of appeal.

Table 58

Appeals and departments

Number of selection processes appealed; disposition of appeals and of appeal board decisions, by department and sex, 1979

Department	Selection processes appealed		Disposition of decisions						Gr
			Appeals allowed		Appeals not allowed ^b		Total		
	Total ^a	Allowed					Men	Women	
Canadian International Development Agency	5	0	0	0	7	2	7	2	
Canadian Penitentiary Service	67	6	35	0	147	18	182	18	
Canadian Pension Commission	1	0	0	0	1	0	1	0	
Canadian Radio-television and Telecommunications Commission	1	0	0	0	1	0	1	0	
Canadian Transport Commission	6	1	1	0	5	0	6	0	
Communications	8	4	3	1	7	0	10	1	
Consumer and Corporate Affairs	9	0	0	0	7	6	7	6	
Insurance	1	0	0	0	0	1	0	1	
Employment and Immigration	223	44	48	37	165	180	213	217	
Energy, Mines and Resources	9	2	2	0	6	2	8	2	
Environment	63	12	15	2	63	5	78	7	
External Affairs	10	3	7	1	24	2	31	3	
Federal Court	1	0	0	0	0	1	0	1	
Federal-Provincial Relations Office	1	1	0	1	0	0	0	1	
Finance	1	0	0	0	1	0	1	0	
Fisheries and Oceans	6	0	0	0	10	0	10	0	
Immigration Appeal Board	1	0	0	0	2	0	2	0	
Indian Affairs and Northern Development	44	5	3	3	37	9	40	12	
Industry, Trade and Commerce	9	2	0	2	11	0	11	2	
Labour	1	0	0	0	0	1	0	1	
National Defence (Civilian)	166	35	54	16	154	36	208	52	
National Energy Board	1	0	0	0	1	0	1	0	
National Health and Welfare	31	4	4	1	22	15	26	16	
National Library of Canada	2	1	1	3	1	0	2	3	
National Museums of Canada	2	1	5	0	1	0	6	0	
National Parole Board	5	3	4	1	2	0	6	1	
National Revenue (Customs and Excise, Taxation)	147	25	27	17	160	96	187	113	
Post Office	233	37	41	10	238	64	279	74	
Privy Council Office	3	1	0	1	2	0	2	1	
Public Archives of Canada	2	0	0	0	2	0	2	0	
Public Service Commission	9	0	0	0	4	8	4	8	
Public Works	48	6	6	1	51	7	57	8	
Regional Economic Expansion	13	3	2	1	8	2	10	3	
Royal Canadian Mounted Police (Civilian)	9	3	0	4	2	7	2	11	
Secretary of State of Canada	9	4	5	1	4	4	9	5	
Solicitor General	3	2	5	2	1	1	6	3	
Statistics Canada	6	1	1	0	7	0	8	0	
Supply and Services	37	6	6	0	26	15	32	15	
Transport	131	28	52	0	131	11	183	11	
Treasury Board	1	0	0	0	0	1	0	1	
Veterans Affairs	20	4	4	0	16	2	20	2	
Total	1 374	246	332	106	1 347	508	1 679	614	2 293

^aThe number of selection processes appealed is lower than the grand total of appeals, as there can be more than one appeal against a given selection process.

^bAmong the appeals not allowed are those which were dismissed, withdrawn by the appellant, or disposed of before being submitted to an appeal board because the department conceded the appeal, the appellant withdrew the appeal or had no right of appeal.

peals, status of delegation, appointing authority and type of selection process

number of appealable processes, selection processes appealed and disposition of appeal board

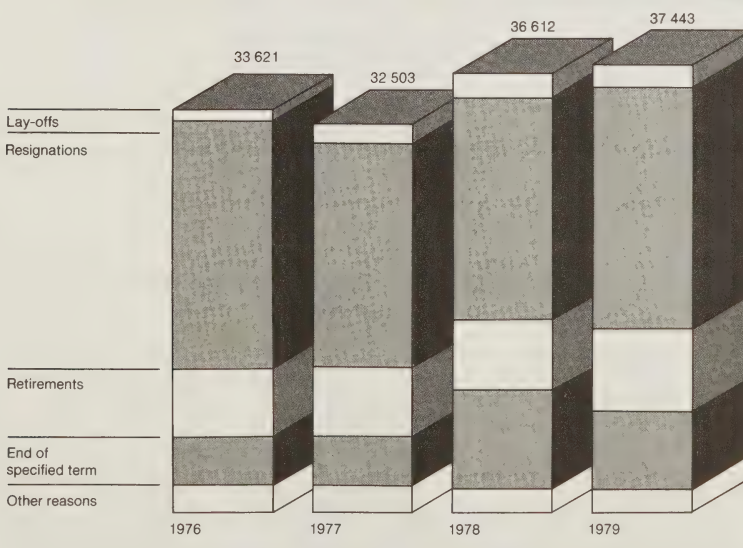
sions, by appointing authority and type of selection process, 1979

Appointing authority	Appealable selection processes	Selection processes appealed		Disposition of decisions		
		Total ^a	Allowed	Appeals allowed	Appeals not allowed ^b	Total ^a
Public Service Commission						
Open competitions	787	78	18	29	81	110
Without competition	130	2	0	0	3	3
Total	917	80	18	29	84	113
Departments						
Open competitions	12 092	1 085	198	326	1 475	1 801
Without competition	5 038	209	30	83	296	379
Total	17 130	1 294	228	409	1 771	2 180
Government departments						
Open competitions	12 879	1 163	216	355	1 556	1 911
Without competition	5 168	211	30	83	299	382
Total	18 047	1 374	246	438	1 855	2 293

number of selection processes appealed is lower than the grand total of appeals, as there can be more than one appeal against a given selection process. The appeals not allowed are those which were dismissed, withdrawn by the appellant, or disposed of before being submitted to an appeal board because the department conceded the appeal, the appellant withdrew the appeal or had no right of appeal.

Figure 5
Separations

Separations and major reasons, 1976 to 1979



Note: Lay-off data in 1979 were obtained from the Central Priorities Statistical Record, while those from previous years were obtained from separation documents.

Table 60

Lay-off, category and sex

Number of separations due to lay-off, by occupational category, reason for lay-off and sex, 1979

Occupational category	Reorganization			Privatization			Decentralization			Total	
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Senior Executive	15	0	15	0	0	0	0	0	0	15	0
Scientific and Professional	252	126	378	95	36	131	13	0	13	360	162
Administrative and Foreign Service	173	73	246	40	14	54	0	1	1	213	88
Technical	148	50	198	77	13	90	7	0	7	232	63
Administrative Support	53	181	234	11	79	90	2	10	12	66	270
Operational	128	28	156	92	55	147	1	0	1	221	83
Total	769	458	1 227	315	197	512	23	11	34	1 107	666

Table 61

Lay-off, category and language group

Number of separations due to lay-off, by occupational category, reason for lay-off and language group, 1979

Occupational Category	Reorganization			Privatization			Decentralization			Total	
	Anglo-phones ^a	Franco-phones ^a	Total	Anglo-phones ^a	Franco-phones ^a	Total	Anglo-phones ^a	Franco-phones ^a	Total	Anglo-phones ^a	Franco-phones ^a
Senior Executive	9	6	15	0	0	0	0	0	0	9	6
Scientific and Professional	235	143	378	129	2	131	13	0	13	377	145
Administrative and Foreign Service	195	51	246	48	6	54	1	0	1	244	57
Technical	146	52	198	81	9	90	5	2	7	232	63
Administrative Support	162	72	234	88	2	90	11	1	12	261	75
Operational	120	36	156	147	0	147	1	0	1	268	36
Total	867	360	1 227	493	19	512	31	3	34	1 391	382

^aFirst official language of employee.

Table 62**Separations and reasons**

Separations from the Public Service, by reasons, 1978 and 1979

Reason for separation (except lay-off)	1978	1979
Released		
for breach of discipline or misconduct	109	112
for incompetence or incapacity	104	103
for political partisanship	1	0
for abandonment of position	338	310
Rejected during probation	700	657
Revocation of appointment	10	11
Retirement		
at age 65 or over	1 513	2 286
elective, at age 55-64	3 460	4 158
medical grounds	730	772
End of specified term	8 115	6 277
Death	785	766
Resignation	18 469	20 217
Total^a	34 733	35 670

Reason for resignation^b

Outside employment (in private sector)	3 856	4 751
Another government agency	254	245
Governor in Council appointment	3	1
Return to school	1 194	1 148
Health	1 352	884
Family health	130	60
Relocation due to marriage	243	245
Better advancement opportunities	256	291
Greater job satisfaction	362	465
Higher salary	244	277
Higher allowances	25	29
Better fringe benefits	67	89
Employment outside Canada	62	47
Maternity	226	239
Domestic family responsibility	645	718
Lack of child care	101	77
Relocation of spouse	927	915
Part-time up to 29 hrs/wk.	64	57
Part-time over 29 hrs/wk.	14	10
Unspecified personal reasons	9 304	10 608

^aIncludes one separation in 1979 where the reason for separation was not specified.^bAs employees may indicate more than one reason for resignation, the number of persons who resigned is lower than the number of reasons given.

Table 63

Separations, category and sex

Number and percentage of separations from the Public Service, by occupational category, reason and sex, 1978 and 1979

Occupational category	Reason for separation (except lay-off)	1978						1979					
		Men		Women		Total		Men		Women		Total	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Senior Executive	Released	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	Rejected during probation	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	Revocation of appointment	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	Retirement	48	98.0	1	2.0	49	100.0	61	96.8	2	3.2	63	100.0
	End of specified term	0	0.0	0	0.0	0	0.0	1	100.0	0	0.0	1	100.0
	Death	4	100.0	0	0.0	4	100.0	2	100.0	0	0.0	2	100.0
	Resignation	26	96.3	1	3.7	27	100.0	34	100.0	0	0.0	34	100.0
	Total	78	97.5	2	2.5	80	100.0	98	98.0	2	2.0	100	100.0
Scientific and Professional	Released	10	66.7	5	33.3	15	100.0	10	66.7	5	33.3	15	100.0
	Rejected during probation	27	77.1	8	22.9	35	100.0	14	73.7	5	26.3	19	100.0
	Revocation of appointment	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	Retirement	289	81.2	67	18.8	356	100.0	410	88.9	51	11.1	461	100.0
	End of specified term	130	53.3	114	46.7	244	100.0	119	49.0	124	51.0	243	100.0
	Death	34	81.0	8	19.0	42	100.0	46	90.2	5	9.8	51	100.0
	Resignation	727	48.4	776	51.6	1 503	100.0	877	52.2	803	47.8	1 680	100.0
	Total	1 217	55.4	978	44.6	2 195	100.0	1 476	59.8	993	40.2	2 469	100.0
Administrative and Foreign Service	Released	35	92.1	3	7.9	38	100.0	21	84.0	4	16.0	25	100.0
	Rejected during probation	23	82.1	5	17.9	28	100.0	22	66.7	11	33.3	33	100.0
	Revocation of appointment	0	0.0	1	100.0	1	100.0	0	0.0	1	100.0	1	100.0
	Retirement	1 127	86.9	170	13.1	1 297	100.0	1 405	84.5	257	15.5	1 662	100.0
	End of specified term	212	58.2	152	41.8	364	100.0	220	51.5	207	48.5	427	100.0
	Death	118	87.4	17	12.6	135	100.0	120	87.0	18	13.0	138	100.0
	Resignation	1 194	67.9	565	32.1	1 759	100.0	1 411	62.0	864	38.0	2 275	100.0
	Total	2 709	74.8	913	25.2	3 622	100.0	3 199	70.1	1 362	29.9	4 561	100.0
Technical	Released	16	84.2	3	15.8	19	100.0	19	90.5	2	9.5	21	100.0
	Rejected during probation	89	92.7	7	7.3	96	100.0	91	93.8	6	6.2	97	100.0
	Revocation of appointment	1	100.0	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0
	Retirement	500	94.9	27	5.1	527	100.0	560	93.5	39	6.5	599	100.0
	End of specified term	256	75.3	84	24.7	340	100.0	207	63.3	120	36.7	327	100.0
	Death	66	95.7	3	4.3	69	100.0	77	98.7	1	1.3	78	100.0
	Resignation	823	76.8	249	23.2	1 072	100.0	962	78.1	270	21.9	1 232	100.0
	Total	1 751	82.4	373	17.6	2 124	100.0	1 916	81.4	438	18.6	2 354	100.0

Table 63 cont'd

Occupational category	Reason for separation (except lay-off)	1978						1979					
		Men		Women		Total		Men		Women		Total	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Administrative support	Released	27	31.4	59	68.6	86	100.0	31	36.5	54	63.5	85	100.0
	Rejected during probation	58	33.3	116	66.7	174	100.0	37	26.1	105	73.9	142	100.0
	Revocation of appointment	1	33.3	2	66.7	3	100.0	0	0.0	0	0.0	0	0.0
	Retirement	418	35.7	752	64.3	1 170	100.0	342	24.7	1 043	75.3	1 385	100.0
	End of specified term	878	24.8	2 663	75.2	3 541	100.0	599	17.1	2 905	82.9	3 504	100.0
	Death	70	56.0	55	44.0	125	100.0	62	44.0	79	56.0	141	100.0
	Resignation	1 452	19.3	6 059	80.7	7 511	100.0	1 046	13.4	6 742	86.6	7 788	100.0
	Total*	2 904	23.0	9 708	77.0	12 612	100.0	2 117	16.2	10 929	83.8	13 046	100.0
Operational	Released	309	78.4	85	21.6	394	100.0	296	78.7	80	21.3	376	100.0
	Rejection during probation	272	74.1	95	25.9	367	100.0	252	68.9	114	31.1	366	100.0
	Revocation of appointment	5	100.0	0	0.0	5	100.0	10	100.0	0	0.0	10	100.0
	Retirement	2 502	92.6	201	7.4	2 703	100.0	2 806	92.2	239	7.8	3 045	100.0
	End of specified term	3 341	92.1	285	7.9	3 626	100.0	1 624	91.5	151	8.5	1 775	100.0
	Death	385	94.1	24	5.9	409	100.0	316	88.8	40	11.2	356	100.0
	Resignation	4 812	73.0	1 778	27.0	6 590	100.0	4 778	66.7	2 381	33.3	7 159	100.0
	Total	11 626	82.5	2 468	17.5	14 094	100.0	10 082	77.0	3 005	23.0	13 087	100.0
All categories ^b	Released	397	71.9	155	28.1	552	100.0	379	72.2	146	27.8	525	100.0
	Rejection during probation	469	67.0	231	33.0	700	100.0	416	63.3	241	36.7	657	100.0
	Revocation of appointment	7	70.0	3	30.0	10	100.0	10	90.9	1	9.1	11	100.0
	Retirement	4 884	80.0	1 218	20.0	6 102	100.0	5 585	77.4	1 631	22.6	7 216	100.0
	End of specified term	4 817	59.4	3 298	40.6	8 115	100.0	2 770	44.1	3 507	55.9	6 277	100.0
	Death	678	86.4	107	13.6	785	100.0	623	81.3	143	18.7	766	100.0
	Resignation	9 039	48.9	9 428	51.1	18 467	100.0	9 136	45.2	11 081	54.8	20 217	100.0
	Grand total*	20 291	58.4	14 442	41.6	34 733	100.0	18 919	53.0	16 751	47.0	35 670	100.0

* 2 cases in 1978 and one in 1979, the reason for separation was not specified on the separation document.
^b Includes 6 separations in 1978 and 53 in 1979 from positions not converted to one of the six occupational categories.

Table 64

Separations, category and language group

Number and percentage of separations from the Public Service, by occupational category, reasons, sex and language, 1978 and 1979

Occupational category	Reason for separation (except lay-off)	1978						1979					
		Anglophones ^a		Francophones ^a		Franco-phones and Anglo-phones	Total ^b	Anglophones ^a		Francophones ^a		Franco-phones and Anglo-phones	Total ^b
		No.	%	No.	%			No.	%	No.	%		
Senior Executive	Released	0	0.0	0	0.0	0	0	0	0.0	0	0.0	0	
	Rejected during probation	0	0.0	0	0.0	0	0	0	0.0	0	0.0	0	
	Revocation of appointment	0	0.0	0	0.0	0	0	0	0.0	0	0.0	0	
	Retirement	42	91.3	4	8.7	46	49	59	95.2	3	4.8	62	
	End of specified term	0	0.0	0	0.0	0	0	1	100.0	0	0.0	1	
	Death	3	100.0	0	0.0	3	4	2	100.0	0	0.0	2	
	Resignation	16	66.7	8	33.3	24	27	26	76.5	8	23.5	34	
	Total	61	83.6	12	16.4	73	80	88	88.9	11	11.1	99	100
Scientific and Professional	Released	9	90.0	1	10.0	10	15	8	57.1	6	42.9	14	
	Rejected during probation	23	76.7	7	23.3	30	35	17	89.5	2	10.5	19	
	Revocation of appointment	0	0.0	0	0.0	0	0	0	0.0	0	0.0	0	
	Retirement	317	90.1	35	9.9	352	356	413	89.6	48	10.4	461	465
	End of specified term	159	75.0	53	25.0	212	244	197	81.7	44	18.3	241	265
	Death	35	85.4	6	14.6	41	42	48	94.1	3	5.9	51	53
	Resignation	1 120	80.2	277	19.8	1 397	1 503	1 364	81.6	308	18.4	1 672	1 810
	Total	1 663	81.4	379	18.6	2 042	2 195	2 047	83.3	411	16.7	2 458	2 465
Administrative and Foreign Service	Released	28	77.8	8	22.2	36	38	18	75.0	6	25.0	24	
	Rejected during probation	18	64.3	10	35.7	28	28	22	68.8	10	31.3	32	
	Revocation of appointment	1	100.0	0	0.0	1	1	0	0.0	1	100.0	1	
	Retirement	1 074	84.2	201	15.8	1 275	1 297	1 405	85.2	245	14.8	1 650	1 665
	End of specified term	257	77.6	74	22.4	331	364	318	75.2	105	24.8	423	442
	Death	106	79.7	27	20.3	133	135	106	77.9	30	22.1	136	138
	Resignation	1 240	73.7	443	26.3	1 683	1 759	1 668	73.9	589	26.1	2 257	2 277
	Total	2 724	78.1	763	21.9	3 487	3 622	3 537	78.2	986	21.8	4 523	4 569
Technical	Released	14	77.8	4	22.2	18	19	18	85.7	3	14.3	21	
	Rejected during probation	62	72.1	24	27.9	86	96	70	72.9	26	27.1	96	
	Revocation of appointment	1	100.0	0	0.0	1	1	0	0.0	0	0.0	0	
	Retirement	467	89.8	53	10.2	520	527	530	88.8	67	11.2	597	564
	End of specified term	232	78.9	62	21.1	294	340	269	82.5	57	17.5	326	341
	Death	57	85.1	10	14.9	67	69	63	80.8	15	19.2	78	
	Resignation	851	86.5	133	13.5	984	1 072	1 067	87.2	157	12.8	1 224	1 229
	Total	1 684	85.5	286	14.5	1 970	2 124	2 017	86.1	325	13.9	2 342	2 353

Table 64 cont'd

Occupational category	Reason for separation (except lay-off)	1978						1979					
		Anglophones ^a		Francophones ^a		Franco-phones and Anglo-phones	Total ^b	Anglophones ^a		Francophones ^a		Franco-phones and Anglo-phones	Total ^b
		No.	%	No.	%			No.	%	No.	%		
Administrative support	Released	60	74.1	21	25.9	81	86	59	70.2	25	29.8	84	85
	Rejected during probation	96	64.4	53	35.6	149	174	98	69.0	44	31.0	142	142
	Revocation of appointment	3	100.0	0	0.0	3	3	0	0.0	0	0.0	0	0
	Retirement	955	83.0	195	17.0	1 150	1 170	1 152	83.5	228	16.5	1 380	1 385
	End of specified term	1 670	57.4	1 241	42.6	2 911	3 541	2 119	60.9	1 358	39.1	3 477	3 504
	Death	99	80.5	24	19.5	123	125	108	76.6	33	23.4	141	141
	Resignation	5 144	75.1	1 708	24.9	6 852	7 511	5 931	76.6	1 807	23.4	7 738	7 788
	Total^c	8 028	71.2	3 243	28.8	11 271	12 612	9 467	73.0	3 496	27.0	12 963	13 046
Operational	Released	310	82.4	66	17.6	376	394	291	77.8	83	22.2	374	376
	Rejected during probation	243	75.5	79	24.5	322	367	291	79.5	75	20.5	366	366
	Revocation of appointment	4	80.0	1	20.0	5	5	5	50.0	5	50.0	10	10
	Retirement	2 050	76.8	619	23.2	2 669	2 703	2 474	81.4	566	18.6	3 040	3 045
	End of specified term	2 192	65.7	1 145	34.3	3 337	3 626	1 257	70.9	515	29.1	1 772	1 775
	Death	310	77.7	89	22.3	399	409	272	76.8	82	23.2	354	356
	Resignation	5 149	85.7	860	14.3	6 009	6 590	6 296	88.0	857	12.0	7 153	7 159
	Total	10 258	78.2	2 859	21.8	13 117	14 094	10 886	83.3	2 183	16.7	13 069	13 087
Other categories ^d	Released	421	80.8	100	19.2	521	552	397	76.3	123	23.7	520	525
	Rejected during probation	442	71.9	173	28.1	615	700	498	76.0	157	24.0	655	657
	Revocation of appointment	9	90.0	1	10.0	10	10	5	45.5	6	54.5	11	11
	Retirement	4 905	81.6	1 107	18.4	6 012	6 102	6 034	83.9	1 157	16.1	7 191	7 216
	End of specified term	4 510	63.7	2 575	36.3	7 085	8 115	4 161	66.7	2 079	33.3	6 240	6 277
	Death	611	79.7	156	20.3	767	785	599	78.6	163	21.4	762	766
	Resignation	13 523	79.8	3 431	20.2	16 954	18 467	16 397	81.5	3 730	18.5	20 127	20 217
	Grand total^e	24 422	76.4	7 544	23.6	31 966	34 733	28 091	79.1	7 416	20.9	35 507	35 670

^a Preferred working language or first official language of employee.

^b Includes 154 employees in 1978 and 163 in 1979 for which language group was not specified.

^c For cases in 1978 and one in 1979, the reason for separation was not specified on the separation document.

^d Includes 6 separations in 1978 and 53 in 1979 from positions not converted to one of the six occupational categories.

Table 65

Developmental training and location

Number of participants taking Public Service Commission developmental training courses, by location, 1978 and 1979

Location	1978		1979	
	Courses	Participants	Courses	Participants
National Capital Region	506	11 090	461	8 116
Vancouver	58	904	40	539
Edmonton	37	560	29	401
Winnipeg	38	663	29	381
Toronto	50	846	41	625
Montréal	35	575	31	449
Halifax	41	711	53	719
Total	765	15 349	684	11 230

Table 66

Developmental training and language of instruction

Number of Public Service Commission developmental training courses conducted, by core training area and language of instruction, 1978 and 1979

Core training area	1978				1979			
	Courses offered ^a	Courses given			Courses offered ^a	Courses given		
		English	French	Total		English	French	Total
Executive Education ^b	54	38	6	56	25	36	10	46
Middle Management Development	88	132	28	160	63	75	16	91
Supervisory and Administrative Support Development ^c					14	45	12	57
Continuing Education	103	186	37	223	28	160	27	187
Management Sciences	48	84	10	94	22	91	13	104
Management Analysis	35	53	11	64	11	43	4	48
Personnel Administration	45	58	22	80	14	65	17	82
Electronic Data Processing	50	71	9	80	22	55	2	57
Other ^d	8	8	0	8	2	2	0	2
Total	431	630	123	765	201	572	101	673

^aSome of the courses offered were not given and others were given more than once.^bIncludes 12 bilingual courses in 1978 and 11 in 1979.^cIn 1978, courses given in this area were included in the Management Development core training area.^dOffered in conjunction with provincial governments or universities.

Table 67

Language training, category and enrollments

Number of enrolments in continuous courses, by occupational category and language studied, 1979

Occupational category	Enrollments								
	French course			English course			Total		Grand total
	1978 ^a	1979	Total	1978 ^a	1979	Total	1978 ^a	1979	
Senior Executive	11	16	27	0	1	1	11	17	28
Scientific and Professional	126	223	349	21	38	59	147	261	408
Administrative and Foreign Service	323	506	829	44	57	101	367	563	930
Technical	58	89	147	25	55	80	83	144	227
Administrative Support	293	570	863	121	214	335	414	784	1 198
Operational	17	44	61	33	51	84	50	95	145
Other ^b	102	161	263	50	44	94	152	205	357
Total	930	1 609	2 539	294	460	754	1 224	2 069	3 293

^a Only students enrolled in 1978 who continued

in training in 1979.

^b Students not under the *Public Service Employment Act*.

Table 68

Language training, category and status of student

Number of students on continuous courses, by occupational category, status of student and language studied, 1979

Occupational category	Status of student's training	Language studied		Total
		French	English	
Senior Executive	Completed ^a	13	1	14
	Discontinued ^b	4	0	4
	Not completed ^c	7	0	7
	Suspended ^d	3	0	3
	Total	27	1	28
Scientific and Professional	Completed	163	31	194
	Discontinued	37	15	52
	Not completed	110	9	119
	Suspended	39	4	43
	Total	349	59	408
Administrative and Foreign Service	Completed	418	58	476
	Discontinued	95	11	106
	Not completed	242	27	269
	Suspended	74	5	79
	Total	829	101	930
Technical	Completed	67	39	106
	Discontinued	20	1	21
	Not completed	47	33	80
	Suspended	13	7	20
	Total	147	80	227
Administrative Support	Completed	426	200	626
	Discontinued	69	19	88
	Not completed	292	91	383
	Suspended	76	25	101
	Total	863	335	1 198
Operational	Completed	20	50	70
	Discontinued	13	6	19
	Not completed	24	28	52
	Suspended	4	0	4
	Total	61	84	145
Other ^e	Completed	114	51	165
	Discontinued	44	10	54
	Not completed	84	29	113
	Suspended	21	4	25
	Total	263	94	357
All categories	Completed	1 221	430	1 651
	Discontinued	282	62	344
	Not completed	806	217	1 023
	Suspended	230	45	275
	Grand total	2 539	754	3 293

^aStudents who took the Language Knowledge Examination (LKE).^bStudents who withdrew from training, were recalled by their department or were withdrawn by the Commission.^cStudents who are continuing their training in 1980.^dStudents who foresaw interrupting their training in 1979 and plan to continue in 1980.^eStudents not under the Public Service Employment Act.

Table 69

Language training, category and Language Knowledge Examination

Number of students on continuous courses who have completed their training and who were successful in the Language Knowledge Examination (LKE), by occupational category and language studied, 1979

Occupational category	Language studied								
	French			English			Total		
	Training completed	Successful LKE		Training completed	Successful LKE		Training completed	Successful LKE	
		No.	%		No.	%		No.	%
Senior Executive	13	12	92.3	1	1	100.0	14	13	92.9
Scientific and Professional	163	159	97.5	31	31	100.0	194	190	97.9
Administrative and Foreign Service	418	400	95.7	58	58	100.0	476	458	96.2
Technical	67	64	95.5	39	39	100.0	106	103	97.2
Administrative Support	426	419	98.4	200	200	100.0	626	619	98.9
Operational	20	18	90.0	50	50	100.0	70	68	97.1
Other*	114	102	89.5	51	50	98.0	165	152	92.1
Total	1 221	1 174	96.2	430	429	99.8	1 651	1 603	97.1

^aStudents not under the Public Service Employment Act.

Formation linguistique, catégorie professionnelle et Examen de connaissance

Langue

Partition, en nombre, des étudiants aux cours continus ayant terminé leur formation, et répartition, en nombre et pourcentage, de ceux qui ont réussi l'Examen de connaissance de langue (E.C.L.).

La catégorie professionnelle et la langue étudiée, 1979

Langue étudiée

Français	Réussite à l'E.C.L.	%	Formation terminée	Anglais	Réussite à l'E.C.L.	%	Formation terminée	Total	Réussite à l'E.C.L.
13	12	92,3	1	1	100,0	14	13	92,9	
163	159	97,5	31	31	100,0	194	190	97,9	
418	400	95,7	58	58	100,0	476	458	96,2	
67	64	95,5	39	39	100,0	106	103	97,2	
426	419	98,4	200	200	100,0	626	619	98,9	
20	18	90,0	50	50	100,0	70	68	97,1	
114	102	89,5	51	50	98,0	165	152	92,1	
1 221	1 174	96,2	430	429	99,8	1 651	1 603	97,1	

La Fonction publique
Les agents qui ne sont pas assujettis à la Loi sur l'emploi

Tableau 68

Formation linguistique, catégorie professionnelle et statut de l'étudiant

Repartition, en nombre, des étudiants aux cours continus selon la catégorie professionnelle, le sexe de l'étudiant en regard de sa formation et la langue étudiée, 1979

Catégorie professionnelle	Formation	Français		Anglais		Total
		Haute direction	Terminée ^a	Discontinue ^b	Non terminée ^c	Suspendue ^d
Scientifiques et spécialistes	Total	31	163	37	15	9
		Discontinue ^b	110	9		
		Non terminée ^c	39	4	0	0
		Suspendue ^d	13	1		
		Terminée ^a	349	59		
Administration et service extérieur	Total	58	418	11	95	27
		Discontinue ^b	242	74	5	
		Non terminée ^c	829	101		
		Terminée ^a	39	1		
		Discontinue ^b	47	13	7	
Techniciens	Total	7	147	80		
		Terminée ^a	200	426	69	19
		Discontinue ^b	91	292	76	25
		Non terminée ^c	335	863		
		Terminée ^a	50	20	13	28
Soutien administratif	Total	1	335	863		
		Terminée ^a	50	20	13	28
		Discontinue ^b	28	24	4	0
		Non terminée ^c	84	29	4	
		Suspendue ^d	21	4		
Autres ^e	Total	51	114	44	10	
		Terminée ^a	10	44	84	29
		Discontinue ^b	263	94		
		Non terminée ^c	430	1221		
		Terminée ^a	45	230	806	217
Toutes les catégories	Grand total	3	754	2539		
		Suspendue	45	230	806	217
		Non terminée	430	1221		
		Discontinue ^b	263	94		
		Terminée ^a	21	4		

^aÉtudiants soumis à l'Examen de connaissance de langue (E.C.L.).

^bÉtudiants qui ont abandonné leur cours, ont été rappelés par leur ministère ou ont été retirés par la Commission.

^cÉtudiants qui poursuivent leur formation en 1980.

^dÉtudiants qui ont prévu interrompre leur formation en 1979 et la reprendre en 1980.

^eÉtudiants qui ne sont pas assujettis à la Loi sur l'emploi dans la fonction publique.

Inscriptions		Cours de français		Cours d'anglais		Total	
Grand	1978*	1979	Total	1978*	1979	Total	1978*
égorie professionnelle	11	16	27	0	1	1	11
Direction	126	223	349	21	38	59	147
Antiquités et spécialistes	323	506	829	44	57	101	367
Administration et service extérieur	58	89	147	25	55	80	83
Techniciens	293	570	863	121	214	335	414
Entretien administratif	17	44	61	33	51	84	50
Formation	102	161	263	50	44	94	152
Autres*	357	95	145	357	95	145	205
Total	1 609	2 539	4 148	294	460	754	2 069
Total	930	1 609	2 539	294	460	754	1 224

ent compte que des étudiants inscrits en 1978 qui suivent leur cours en 1979.

^aCertains des cours offerts peuvent ne pas être donnés et d'autres, être donnés plus d'une fois.
^bComprend 12 cours donnés dans les deux langues en 1978 et 11 en 1979.
^cAntérieurement dans la concentration perfectionnement en gestion.
^dEn collaboration avec les gouvernements provinciaux et les universités.

Total	431	630	123	765	201	572	101	0
Autres ^d	8	8	0	8	2	2	2	0
Informatique	50	71	9	80	22	55	2	2
Gestion du personnel	45	58	22	80	14	65	17	4
Analyse de la gestion	35	53	11	64	11	43	4	13
Sciences de la gestion	48	84	10	94	22	91	27	12
Éducation permanente	103	186	37	223	28	160	12	16
administratif					14	45		
Formation des superviseurs et du personnel de soutien								
Formation des cadres intermédiaires	88	132	28	160	63	75	10	10
Formation des cadres de la haute direction ^b	54	38	6	56	25	36	10	10
Concentration	Cours offerts ^c	Anglais	Français	Total	Cours offerts ^c	Anglais	Français	Total
	Cours donnés	Cours donnés	Cours donnés	Cours donnés	Cours donnés	Cours donnés	Cours donnés	Cours donnés
	1978	1979	1978	1979	1978	1979	1978	1979

Répartition, en nombre, des cours de formation professionnelle de la Commission selon la concentration et la langue d'enseignement, 1978 et 1979

Formation professionnelle et langue d'enseignement

Tableau 66

Total	765	15 349	684	11 230
Hallifax	41	711	53	719
Montréal	35	575	31	449
Toronto	50	846	41	625
Winnipeg	38	663	29	381
Edmonton	37	560	29	401
Vancouver	58	904	40	539
Région de la capitale nationale	506	11 090	461	8 116
Lieu des cours	Cours	Participants	Cours	Participants
	1978	1979	1978	1979

Répartition, en nombre, des cours de formation professionnelle de la Commission selon le lieu des cours et le nombre de participants, 1978 et 1979

Formation professionnelle et lieu des cours

Tableau 65

Catégorie	Motif (sauf mise en disponibilité)	Anglophones ^a		Francophones ^a		Anglophones ^a et Franco-phones ^a		Total ^b	
		N.	%	N.	%	N.	%	N.	%
Catégorie professionnelle	Administratif	60	74,1	21	25,9	81	86	59	70,2
	Licenciement	142	31,0	44	69,0	98	174	98	142
	Renvol en cours de période d'essai	96	64,4	53	35,6	149	174	98	142
	Révocation de la nomination	3	100,0	0	0,0	3	3	0	0,0
	Retraite	955	83,0	195	17,0	1 150	1 170	1 152	83,5
	Fin de période déterminée	1 670	57,4	1 241	42,6	2 911	3 541	2 119	60,9
	Décès	99	80,5	24	19,5	123	125	108	76,6
	Démision	5 144	75,1	1 708	24,9	6 852	7 511	5 931	76,6
	Total ^c	8 028	71,2	3 243	28,8	11 271	12 612	9 467	73,0
	Licenciement	310	82,4	66	17,6	376	394	291	77,8
Catégorie des autres	Renvol en cours de période d'essai	243	75,5	79	24,5	322	367	291	79,5
	Révocation de la nomination	4	80,0	1	20,0	5	5	5	50,0
	Retraite	2 050	76,8	619	23,2	2 669	2 703	2 474	81,4
	Fin de période déterminée	2 192	65,7	1 145	34,3	3 337	3 626	1 257	70,9
	Décès	310	77,7	89	22,3	399	409	272	76,8
	Démision	5 149	85,7	860	14,3	6 009	6 590	6 296	88,0
	Total ^c	10 258	78,2	2 859	21,8	13 117	14 094	10 886	83,3
	Licenciement	421	80,8	100	19,2	521	552	397	76,3
	Renvol en cours de période d'essai	442	71,9	173	28,1	615	700	498	76,0
	Révocation de la nomination	9	90,0	1	10,0	10	10	5	45,5
Grand total ^d	Retraite	4 905	81,6	1 107	18,4	6 012	6 102	6 034	83,9
	Fin de période déterminée	4 510	63,7	2 575	36,3	7 085	8 115	4 161	66,7
	Décès	611	79,7	156	20,3	767	785	599	78,6
	Démision	13 523	79,8	3 431	20,2	16 954	18 467	16 397	81,5
	Total ^e	24 422	76,4	7 544	23,6	31 966	34 733	28 091	79,1
	Licenciement	421	80,8	100	19,2	521	552	397	76,3
	Renvol en cours de période d'essai	442	71,9	173	28,1	615	700	498	76,0
	Révocation de la nomination	9	90,0	1	10,0	10	10	5	45,5
	Retraite	4 905	81,6	1 107	18,4	6 012	6 102	6 034	83,9
	Fin de période déterminée	4 510	63,7	2 575	36,3	7 085	8 115	4 161	66,7

Tableau 64

Cessations d'emploi, catégorie professionnelle et groupe linguistique

Répartition, en nombre et pourcentage, des cessations d'emploi selon la catégorie professionnelle, le motif et le groupe linguistique, 1978 et 1979

Catégorie professionnelle	Motif (sauf mise en disponibilité)	Anglophones ^a			Francophones ^a			Anglophones ^a et Francophones ^a			Anglophones ^a			Francophones ^a			Total
		N.	%		N.	%		N.	%		N.	%		N.	%		
Haute direction	Licenciement	0	0,0	0	0,0	0	0	0	0,0	0	0,0	0	0,0	0	0,0	0	0
	Renvoi en cours de période d'essai	0	0,0	0	0,0	0	0	0	0,0	0	0,0	0	0,0	0	0,0	0	0
	Révocation de la nomination	0	0,0	0	0,0	0	0	0	0,0	0	0,0	0	0,0	0	0,0	0	0
	Retraite	42	91,3	4	8,7	46	49	59	95,2	3	4,8	62					
	Fin de période déterminée	0	0,0	0	0,0	0	0	1	100,0	0	0,0	1	100,0	0	0,0	0	0,0
	Décès	3	100,0	0	0,0	3	4	2	100,0	0	0,0	2	100,0	0	0,0	0	0,0
	Démision	16	66,7	8	33,3	24	27	26	76,5	8	23,5	34					
	Total	61	83,6	12	16,4	73	80	88	88,9	11	11,1	99					
	Licenciement	9	90,0	1	10,0	10	15	8	57,1	6	42,9	14					
	Renvoi en cours de période d'essai	23	76,7	7	23,3	30	35	17	89,5	2	10,5	19					
Scientifiques et spécialistes	Révocation de la nomination	0	0,0	0	0,0	0	0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0
	Retraite	317	90,1	35	9,9	352	356	413	89,6	48	10,4	461					
	Fin de période déterminée	159	75,0	53	25,0	212	244	197	81,7	44	18,3	241					
	Décès	35	85,4	6	14,6	41	42	48	94,1	3	5,9	51					
	Démision	1 120	80,2	277	19,8	1 397	1 503	1 364	81,6	308	18,4	1 672					
	Total	1 663	81,4	379	18,6	2 042	2 195	2 047	83,3	411	16,7	2 458					
	Licenciement	28	77,8	8	22,2	36	38	18	75,0	6	25,0	24					
	Renvoi en cours de période d'essai	18	64,3	10	35,7	28	28	22	68,8	10	31,3	32					
	Révocation de la nomination	1	100,0	0	0,0	1	1	0	0,0	1	100,0	1					
	Retraite	1 074	84,2	201	15,8	1 275	1 297	1 405	85,2	245	14,8	1 650					
Administration et service extérieur	Fin de période déterminée	257	77,6	74	22,4	331	364	318	75,2	105	24,8	423					
	Décès	106	79,7	27	20,3	133	135	106	77,9	30	22,1	136					
	Démision	1 240	73,7	443	26,3	1 683	1 759	1 668	73,9	589	26,1	2 257					
	Total	2 724	78,1	763	21,9	3 487	3 622	3 537	78,2	986	21,8	4 523					
	Licenciement	14	77,8	4	22,2	18	19	18	85,7	3	14,3	21					
	Renvoi en cours de période d'essai	62	72,1	24	27,9	86	96	70	72,9	26	27,1	96					
	Révocation de la nomination	1	100,0	0	0,0	1	1	0	0,0	0	0,0	0					
	Retraite	467	89,8	53	10,2	520	527	530	88,8	67	11,2	597					
	Fin de période déterminée	232	78,9	62	21,1	294	340	269	82,5	57	17,5	326					
	Techniciens	Décès	57	85,1	10	14,9	67	69	63	80,8	15	19,2	78				
Démision		851	86,5	133	13,5	984	1 072	1 067	87,2	157	12,8	1 224					
Total		1 684	85,5	286	14,5	1 970	2 124	2 017	86,1	325	13,9	2 342					

1978 1979

Mort (sauf mise en disponibilité)	Hommes		Femmes		Total		Hommes		Femmes		Total	
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%

Administration 27 31,4 59 68,6 86 100,0 31 36,5 54 63,5 85 100,0

Renvoi en cours de période d'essai 58 33,3 116 66,7 174 100,0 37 26,1 105 73,9 142 100,0

Revocation de la nomination 1 33,3 2 66,7 3 100,0 0 0,0 0 0,0 0 0,0

Retraite 418 35,7 752 64,3 1 170 100,0 342 24,7 1 043 75,3 1 385 100,0

Fin de période déterminée 878 24,8 2 663 75,2 3 541 100,0 599 17,1 2 905 82,9 3 504 100,0

Décès 70 56,0 55 44,0 125 100,0 62 44,0 79 56,0 141 100,0

Démision 1 452 19,3 6 059 80,7 7 511 100,0 1 046 13,4 6 742 86,6 7 788 100,0

Total* 2 904 23,0 9 708 77,0 12 612 100,0 2 117 16,2 10 929 83,8 13 046 100,0

Renvoi en cours de période d'essai 272 74,1 95 25,9 367 100,0 252 68,9 114 31,1 366 100,0

Revocation de la nomination 5 100,0 0 0,0 5 100,0 10 100,0 0 0,0 10 100,0

Retraite 2 502 92,6 201 7,4 2 703 100,0 2 806 92,2 239 7,8 3 045 100,0

Fin de période déterminée 3 341 92,1 285 7,9 3 626 100,0 1 624 91,5 151 8,5 1 775 100,0

Décès 385 94,1 24 5,9 409 100,0 316 88,8 40 11,2 356 100,0

Démision 4 812 73,0 1 778 27,0 6 590 100,0 4 778 66,7 2 381 33,3 7 159 100,0

Total 11 626 82,5 2 468 17,5 14 094 100,0 10 082 77,0 3 005 23,0 13 087 100,0

Licenciement 397 71,9 155 28,1 552 100,0 379 72,2 146 27,8 525 100,0

Renvoi en cours de période de dessai 469 67,0 231 33,0 700 100,0 416 63,3 241 36,7 657 100,0

Revocation de la nomination 7 70,0 3 30,0 10 100,0 10 90,9 1 9,1 11 100,0

Retraite 4 884 80,0 1 218 20,0 6 102 100,0 5 585 77,4 1 631 22,6 7 216 100,0

Fin de période déterminée 4 817 59,4 3 298 40,6 8 115 100,0 2 770 44,1 3 507 55,9 6 277 100,0

Décès 678 86,4 107 13,6 785 100,0 623 81,3 143 18,7 766 100,0

Démision 9 039 48,9 9 428 51,1 18 467 100,0 9 136 45,2 11 081 54,8 20 217 100,0

Grand total* 20 291 58,4 14 442 41,6 34 733 100,0 18 919 53,0 16 751 47,0 35 670 100,0

de 1979, les documents de 1978 et 1979 dont le motif, n'a pas été classé dans l'une ou l'autre des catégories professionnelles.

Tableau 63

Cessations d'emploi, catégorie professionnelle et sexe

Répartition, en nombre et pourcentage, des cessations d'emploi selon la catégorie professionnelle, le motif et le sexe, 1978 et 1979

Catégorie professionnelle	Motif (sauf mise en disponibilité)	1978		1979	
		Hommes	Femmes	Hommes	Femmes
Haute direction	Licenciellement	N.	%	N.	%
	Renvoi en cours de période d'essai	0	0,0	0	0,0
	Révocation de la nomination	0	0,0	0	0,0
	Retraite	48	98,0	1	2,0
	Fin de période déterminée	0	0,0	0	0,0
	Décès	4	100,0	0	0,0
	Démision	26	96,3	1	3,7
	Total	78	97,5	2	2,5
	Licenciellement	10	66,7	5	33,3
	Renvoi en cours de période d'essai	27	77,1	8	22,9
Scientifiques et spécialistes	Licenciellement	10	66,7	5	33,3
	Renvoi en cours de période d'essai	27	77,1	8	22,9
	Révocation de la nomination	0	0,0	0	0,0
	Retraite	289	81,2	67	18,8
	Fin de période déterminée	130	53,3	114	46,7
	Décès	34	81,0	8	19,0
	Démision	727	48,4	776	51,6
	Total	1 217	55,4	978	44,6
	Licenciellement	35	92,1	3	7,9
	Renvoi en cours de période d'essai	23	82,1	5	17,9
Administration et service extérieur	Licenciellement	35	92,1	3	7,9
	Renvoi en cours de période d'essai	23	82,1	5	17,9
	Révocation de la nomination	0	0,0	1	100,0
	Retraite	1 127	86,9	170	13,1
	Fin de période déterminée	212	58,2	152	41,8
	Décès	118	87,4	17	12,6
	Démision	1 194	67,9	565	32,1
	Total	2 709	74,8	913	25,2
	Licenciellement	16	84,2	3	15,8
	Renvoi en cours de période d'essai	89	92,7	7	7,3
Techniciens	Licenciellement	16	84,2	3	15,8
	Renvoi en cours de période d'essai	89	92,7	7	7,3
	Révocation de la nomination	1	100,0	0	0,0
	Retraite	500	94,9	27	5,1
	Fin de période déterminée	256	75,3	84	24,7
	Décès	66	95,7	3	4,3
	Démision	823	76,8	249	23,2
	Total	1 751	82,4	373	17,6
	Licenciellement	16	84,2	3	15,8
	Renvoi en cours de période d'essai	89	92,7	7	7,3
	Licenciellement	16	84,2	3	15,8
	Renvoi en cours de période d'essai	89	92,7	7	7,3
	Révocation de la nomination	1	100,0	0	0,0
	Retraite	500	94,9	27	5,1
	Fin de période déterminée	256	75,3	84	24,7
	Décès	66	95,7	3	4,3
	Démision	823	76,8	249	23,2
	Total	1 751	82,4	373	17,6
	Licenciellement	16	84,2	3	15,8
	Renvoi en cours de période d'essai	89	92,7	7	7,3

Tableau 62

Cessations d'emploi et motifs

Répartition des cessations d'emploi selon les motifs, 1978 et 1979

Motifs de cessations d'emploi (sauf les mises en disponibilité)		1978	1979
Licenciement	inconduite	109	112
incompétence ou incapacité		104	103
activités politiques		1	0
abandon de poste		338	310
Renvol en cours de période d'essai		700	657
Révocabtion de la nomination		10	11
Retraite			
âge légal (65 ans et plus)		1 513	2 286
volontaire (55 à 64)		3 460	4 158
raison de santé		730	772
Fin de période déterminée		8 115	6 277
Décès		785	766
Démision		18 469	20 217
Total*		34 733	35 670

Motifs des démissions*

emploi hors de la Fonction publique	3 856	4 751
emploi dans un autre organisme gouvernemental	254	245
nomination par le gouverneur en conseil	3	1
retour aux études	1 194	1 148
santé	1 352	884
maladie dans la famille	130	60
déplacement consécutif au mariage	243	245
meilleures perspectives de carrière	256	291
poste plus intéressant	362	465
saïre plus élevé	244	277
indemnités plus intéressantes	25	29
avantages sociaux plus élevés	67	89
poste à l'extérieur du pays	62	47
maternité	226	239
responsabilités familiales	645	718
garde des enfants	101	77
déplacement du conjoint	927	915
emploi à temps partiel (jusqu'à 29 h/sem)	64	57
emploi à temps partiel (plus de 29 h/sem)	14	10
raisons personnelles non précisées	9 304	10 608

* Dans un cas en 1979, les documents de cessation

d'emploi ne précisent pas le motif.

Comme plus d'un motif peut être invoqué, le total des

motifs dépasse celui des démissions.

Première langue officielle de l'employé.

Total	867	360	1 227	493	19	512	31	3	34	1 391	382	1 77
Exploitation	120	36	156	147	0	147	1	0	1	268	36	30
Soutien administratif	162	72	234	88	2	90	11	2	7	261	75	33
Techniciens	146	52	198	81	9	90	5	2	7	232	63	29
Techniciens extérieur	195	51	246	48	6	54	1	0	1	244	57	30
Administration et service	235	143	378	129	2	131	13	0	13	377	145	55
Scientifiques et spécialistes	9	6	15	0	0	0	0	0	0	9	6	5
Haute direction	9	6	15	0	0	0	0	0	0	9	6	5
Catégorie professionnelle	Anglo-phones ^a	Franco-phones ^a	Total	Anglo-phones ^a	Franco-phones ^a	Total	Anglo-phones ^a	Franco-phones ^a	Total	Anglo-phones ^a	Franco-phones ^a	Total
	15	0	15	0	0	0	0	0	0	15	0	15
	252	126	378	95	36	131	13	0	13	360	162	518
Administration et service extérieur	173	73	246	40	14	54	0	1	1	213	88	301
Techniciens	148	50	198	77	13	90	7	0	7	232	63	295
Soutien administratif	53	181	234	11	79	90	2	10	12	66	270	336
Exploitation	128	28	156	92	55	147	1	0	1	221	83	304
Total	769	458	1 227	315	197	512	23	11	34	1 107	666	1 773

Mises en disponibilité, catégorie professionnelle et groupe linguistique

Répartition, en nombre, des cessations d'emploi suite à des mises en disponibilité, par catégorie professionnelle, raison des mises en disponibilité et groupe linguistique, 1979

Tableau 61

Total	769	458	1 227	315	197	512	23	11	34	1 107	666	1 773
Exploitation	128	28	156	92	55	147	1	0	1	221	83	304
Soutien administratif	53	181	234	11	79	90	2	10	12	66	270	336
Techniciens	148	50	198	77	13	90	7	0	7	232	63	295
Administration et service extérieur	173	73	246	40	14	54	0	1	1	213	88	301
Scientifiques et spécialistes	252	126	378	95	36	131	13	0	13	360	162	518
Haute direction	15	0	15	0	0	0	0	0	0	15	0	15
Catégorie professionnelle	Hommes	Femmes	Total	Hommes	Femmes	Total	Hommes	Femmes	Total	Hommes	Femmes	Total
	15	0	15	0	0	0	0	0	0	15	0	15
	252	126	378	95	36	131	13	0	13	360	162	518
	173	73	246	40	14	54	0	1	1	213	88	301
	148	50	198	77	13	90	7	0	7	232	63	295
	53	181	234	11	79	90	2	10	12	66	270	336
	128	28	156	92	55	147	1	0	1	221	83	304
Total	769	458	1 227	315	197	512	23	11	34	1 107	666	1 773

Mises en disponibilité, catégorie professionnelle et sexe

Répartition, en nombre, des cessations d'emploi suite à des mises en disponibilité, par catégorie professionnelle, raison des mises en disponibilité et sexe, 1979

Tableau 60

Origine des nominations et méthode de sélection

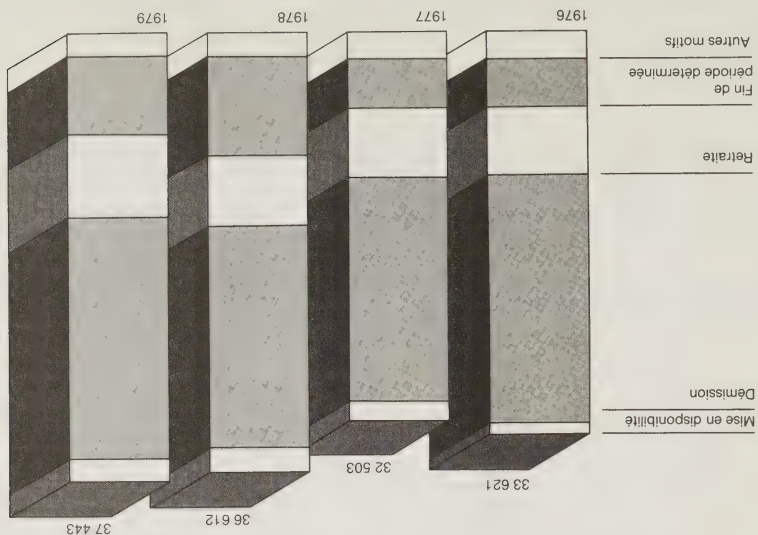
En outre, en nombre, des méthodes de sélection ouvrant droit à un appel et ayant fait l'objet de décisions des comités d'appel, selon la provenance des nominations et la méthode de sélection, 1979

Méthodes de sélection ayant fait l'objet d'appels	Méthodes de sélection ouvrant droit à un appel	Méthodes de sélection ayant fait l'objet d'appels		Méthodes de sélection ouvrant droit à un appel	
		Appels acceptés	Appels non acceptés	Appels acceptés	Appels non acceptés
110	130	29	81	110	130
3	2	0	3	3	2
113	80	29	84	113	80
1801	12 092	326	1 475	1 801	12 092
379	5 038	83	296	379	5 038
2 180	17 130	409	1 771	2 180	17 130
1 911	12 879	355	1 556	1 911	12 879
382	5 168	83	299	382	5 168
2 293	18 047	438	1 855	2 293	18 047

Origine des nominations

En outre, en nombre, des méthodes de sélection ouvrant droit à un appel et ayant fait l'objet de décisions des comités d'appel, selon la provenance des nominations et la méthode de sélection, 1979

Graphique 5
Cessations d'emploi et principaux motifs, de 1976 à 1979



Note : Les données des mises en disponibilité de 1979 proviennent du fichier central des statistiques sur les priorités. Celles des années précédentes provenaient des documents de cessation d'emploi.

Tableau 58

Appels et ministère

Répartition, en nombre, des méthodes de sélection ayant fait l'objet d'appels, et des dispositifs des décisions des comités d'appel, selon le ministère et le sexe, 1979

Ministère	Méthodes de sélection		Dispositifs des décisions	
	Total ^a Accueillis l'objet d'appels ayant fait	Appels accueillis	Appels non accueillis ^b	Total
Hommes Femmes	Hommes Femmes	Hommes Femmes	Hommes Femmes	Hommes Femmes
1	20	4	16	2
2	3	7	24	31
3	10	3	1	3
4	5	3	37	40
5	0	0	7	7
6	29	2	20	21
7	37	6	26	32
8	2	0	2	2
9	2	1	0	2
10	3	1	0	2
11	1	0	1	1
12	1	0	0	0
13	1	0	0	0
14	1	0	0	0
15	6	1	5	6
16	9	0	4	8
17	1	0	0	0
18	6	1	0	6
19	9	0	8	4
20	1	0	2	2
21	5	0	0	0
22	37	6	6	15
23	2	0	2	2
24	2	0	0	0
25	1	0	2	6
26	8	4	7	10
27	1	0	0	1
28	4	3	1	1
29	3	0	0	0
30	1	0	0	0
31	1	0	1	1
32	0	0	0	0
33	0	0	0	0
34	0	0	0	0
35	0	0	0	0
36	0	0	0	0
37	0	0	0	0
38	0	0	0	0
39	0	0	0	0
40	0	0	0	0
41	0	0	0	0
42	0	0	0	0
43	0	0	0	0
44	0	0	0	0
45	0	0	0	0
46	0	0	0	0
47	0	0	0	0
48	0	0	0	0
49	0	0	0	0
50	0	0	0	0
51	0	0	0	0
52	0	0	0	0
53	0	0	0	0
54	0	0	0	0
55	0	0	0	0
56	0	0	0	0
57	0	0	0	0
58	0	0	0	0
59	0	0	0	0
60	0	0	0	0
61	0	0	0	0
62	0	0	0	0
63	0	0	0	0
64	0	0	0	0
65	0	0	0	0
66	0	0	0	0
67	0	0	0	0
68	0	0	0	0
69	0	0	0	0
70	0	0	0	0
71	0	0	0	0
72	0	0	0	0
73	0	0	0	0
74	0	0	0	0
75	0	0	0	0
76	0	0	0	0
77	0	0	0	0
78	0	0	0	0
79	0	0	0	0
80	0	0	0	0
81	0	0	0	0
82	0	0	0	0
83	0	0	0	0
84	0	0	0	0
85	0	0	0	0
86	0	0	0	0
87	0	0	0	0
88	0	0	0	0
89	0	0	0	0
90	0	0	0	0
91	0	0	0	0
92	0	0	0	0
93	0	0	0	0
94	0	0	0	0
95	0	0	0	0
96	0	0	0	0
97	0	0	0	0
98	0	0	0	0
99	0	0	0	0
100	0	0	0	0
101	0	0	0	0
102	0	0	0	0
103	0	0	0	0
104	0	0	0	0
105	0	0	0	0
106	0	0	0	0
107	0	0	0	0
108	0	0	0	0
109	0	0	0	0
110	0	0	0	0
111	0	0	0	0
112	0	0	0	0
113	0	0	0	0
114	0	0	0	0
115	0	0	0	0
116	0	0	0	0
117	0	0	0	0
118	0	0	0	0
119	0	0	0	0
120	0	0	0	0
121	0	0	0	0
122	0	0	0	0
123	0	0	0	0
124	0	0	0	0
125	0	0	0	0
126	0	0	0	0
127	0	0	0	0
128	0	0	0	0
129	0	0	0	0
130	0	0	0	0
131	0	0	0	0
132	0	0	0	0
133	0	0	0	0
134	0	0	0	0
135	0	0	0	0
136	0	0	0	0
137	0	0	0	0
138	0	0	0	0
139	0	0	0	0
140	0	0	0	0
141	0	0	0	0
142	0	0	0	0
143	0	0	0	0
144	0	0	0	0
145	0	0	0	0
146	0	0	0	0
147	0	0	0	0
148	0	0	0	0
149	0	0	0	0
150	0	0	0	0
151	0	0	0	0
152	0	0	0	0
153	0	0	0	0
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166	0	0	0	0
167	0	0	0	0
168	0	0	0	0
169	0	0	0	0
170	0	0	0	0
171	0	0	0	0
172	0	0	0	0
173	0	0	0	0
174	0	0	0	0
175	0	0	0	0
176	0	0	0	0
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178	0	0	0	0
179	0	0	0	0
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182	0	0	0	0
183	0	0	0	0
184	0	0	0	0
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186	0	0	0	0
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238	0	0	0	0
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242	0	0	0	0
243	0	0	0	0
244	0	0	0	0
245	0	0	0	0
246	0	0	0	0
247	0	0	0	0
248	0	0	0	0
249	0	0	0	0
250	0	0	0	0
251	0	0	0	0
252	0	0	0	0
253	0	0	0	0
254	0	0	0	0
255	0	0	0	0
256	0	0	0	0
257	0	0	0	0
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267	0	0	0	0
268	0	0	0	0
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270	0	0	0	0
271	0	0	0	0
272	0	0	0	0
273	0	0	0	0
274	0	0	0	0
275	0	0	0	0
276	0	0	0	0
277	0	0	0	0
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286	0	0	0	0
287	0	0	0	0
288	0	0	0	0
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298	0	0	0	0
299	0	0	0	0
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302	0	0	0	0
303	0	0	0	0
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305	0	0	0	0
306	0	0	0	0
307	0	0	0	0
308	0	0	0	0
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311	0	0	0	0
312	0	0	0	0
313	0	0	0	0
314	0	0	0	0
315	0	0	0	0
316	0	0	0	0
317	0	0	0	0
318	0	0</		

Les et catégorie professionnelle

En nombre, des méthodes de sélection ayant fait l'objet d'appels et des dispositifs des comités d'appel selon la catégorie professionnelle et le sexe, 1979

Méthodes de sélection ayant fait l'objet d'appels	Dispositifs des décisions							
	Appels accueillis		Appels non accueillis ^b		Hommes		Femmes	
	Hommes	Femmes	Hommes	Femmes	Hommes	Femmes	Hommes	Femmes
Total ^a Accueillis	3	0	3	0	3	0	3	0
Techniciens et spécialistes	109	12	14	5	108	9	122	14
Administration et service extérieur	456	87	92	33	447	208	539	241
Techniciens	162	27	57	0	173	8	230	8
Personnel administratif	273	43	27	50	142	229	169	279
Autres	371	77	142	18	474	54	616	72
Total	1 374	246	332	106	1 347	508	1 679	614
Grand total ^a	2 293							

Les méthodes de sélection ayant fait l'objet d'appels est inférieur au grand total des appels parce que plusieurs personnes peuvent en appeler d'une même méthode de sélection.
Les appels non accueillis, on compte les appels retirés par le comité d'appel, les appels avant d'être soumis à un comité d'appel, soit que le ministre se soit refusé, soit que l'appel ait été retiré son appel; soit enfin que l'appel ait été pour irrecevable.

Tableau 55

Appels et variation annuelle

Répartition, en nombre, des appels interjetés à l'encontre de méthodes de sélection et à l'encontre de recommandations de renvoi ou de rétrogradation, et variation annuelle en pourcentage, entre 1969 et 1979

Année	Méthodes de sélection	Récommandations de renvoi ou de rétrogradation	Appels interjetés
1969	1 368	1 413	
1970	1 370	1 417	+0,3
1971	1 984	2 032	+43,4
1972	2 467	2 518	+23,9
1973	3 019	3 061	+21,6
1974	4 072	4 125	+34,8
1975	3 377	3 417	-17,2
1976	2 746	2 810	-17,8
1977	3 485	3 559	+26,7
1978	2 687	2 802	-21,3
1979	2 293	2 439	-13,0

Article 21 de la Loi sur l'emploi dans la Fonction publique.
Article 31 de la Loi sur l'emploi dans la Fonction publique.

Tableau 56

Appels et région

Répartition, en nombre et pourcentage, des appels interjetés à l'encontre de méthodes de sélection et à l'encontre de recommandations de renvoi ou de rétrogradation, selon la région de l'audition, 1979

Région de l'audition	N.	%	Méthodes de sélection	N.	%	Récommandations de renvoi ou de rétrogradation	Total
Québec (sauf R.C.N.)	577	25,2	12	8,5	589	N.	
Ontario (sauf R.C.N.)	289	12,6	30	20,5	319		
Région de la capitale nationale et étranger	249	10,8	18	12,3	267		
Nouvelle-Écosse	107	4,7	3	2,1	110		
Colombie-Britannique	128	5,6	15	10,3	143		
Alberta	75	3,3	2	1,4	77		
Nouveau-Brunswick	44	1,9	2	1,4	46		
Manitoba	83	3,6	5	3,4	88		
Saskatchewan	43	1,9	2	1,4	45		
Terre-Neuve	21	0,9	0	0,0	21		
Ile-du-Prince-Édouard	11	0,5	0	0,0	11		
Territoires du Nord-Ouest et Yukon	12	0,5	1	0,7	13		
Total	2 293	100,0	146	100,0	2 439		10

Comprend 710 (29,1 %) appels réglés sans audition, soit qu'ils aient été accueillis sans audition, retirés par l'appelant, soit enfin, qu'ils aient été tenus pour irrécevables. De ce nombre, 654 ont été interjetés à l'encontre de méthodes de sélection et 56 à l'encontre de recommandations de renvoi ou de rétrogradation.

Nominations										
1978										
Anglo-phones ^a	1 497	378	1 161	714	1 875	1 361	443	1 085	719	1 804
Franco-phones ^a	1 031	253	847	437	1 284	926	270	784	412	1 196
Total	1 399	310	1 076	633	1 709	1 250	351	992	609	1 601
Anglo-phones ^a	1 497	378	1 161	714	1 875	1 361	443	1 085	719	1 804
Franco-phones ^a	1 031	253	847	437	1 284	926	270	784	412	1 196
Total	1 399	310	1 076	633	1 709	1 250	351	992	609	1 601
Anglo-phones ^a	1 497	378	1 161	714	1 875	1 361	443	1 085	719	1 804
Franco-phones ^a	1 031	253	847	437	1 284	926	270	784	412	1 196
Total	1 399	310	1 076	633	1 709	1 250	351	992	609	1 601

la carrière selon le secteur professionnel, le genre de maison d'enseignement, le groupe statistique et le sexe, 1978 et 1979

partition en nombre, des étudiants embauchés dans le cadre du Programme d'emplois d'été axés

minations et Programme d'emplois d'été axés sur la carrière

bleau 54

Nominations										
1978										
Anglo-phones ^a	2 162	667	1 990	839	2 829	228	45	202	71	273
Franco-phones ^a	1 574	353	1 478	449	1 927	145	20	134	31	165
Total	1 619	588	1 448	759	2 207	178	32	142	68	210
Anglo-phones ^a	2 162	667	1 990	839	2 829	228	45	202	71	273
Franco-phones ^a	1 574	353	1 478	449	1 927	145	20	134	31	165
Total	1 619	588	1 448	759	2 207	178	32	142	68	210
Anglo-phones ^a	2 162	667	1 990	839	2 829	228	45	202	71	273
Franco-phones ^a	1 574	353	1 478	449	1 927	145	20	134	31	165
Total	1 619	588	1 448	759	2 207	178	32	142	68	210

la carrière selon le secteur professionnel, le genre de maison d'enseignement, le groupe statistique et le sexe, 1978 et 1979

partition, en nombre, des candidatures et des nominations liées au Programme de recrutement

minations, candidatures et diplômés de collèges communautaires et de Cégeps

bleau 53

Tableau 51

Nominations et diplômés d'universités

Répartition, en nombre et pourcentage, des diplômés d'universités et de ceux qui ont été nommés à la Fonction publique dans le cadre du Programme de recrutement dans les universités, selon la région où le diplôme a été décerné, le groupe linguistique et le sexe, 1979.

Région	Hommes	Femmes	Total		Anglo-phones ^b	Franco-phones ^b	Hommes	Femmes	Total
Terre-Neuve	895	665	1 560	1,5	0	0	0	0	0
Île-du-Prince-Édouard	155	170	325	0,3	0	0	0	0	0
Nouvelle-Écosse	2 730	2 420	5 150	4,9	32	0	0	0	0
Nouveau-Brunswick	1 340	1 300	2 640	2,5	4	4	4	4	8
Québec	13 965	10 615	24 570	23,7	31	89	79	41	120
Ontario	24 090	21 725	45 815	44,1	395	43	226	212	438
Manitoba	2 680	2 305	4 985	4,8	26	1	20	7	27
Saskatchewan	1 950	1 640	3 590	3,5	1	0	1	0	1
Alberta	4 365	3 710	8 075	7,8	14	0	9	5	14
Colombie-Britannique	3 960	3 160	7 120	6,9	9	0	6	3	9
Étranger ^c	—	—	—	—	5	2	4	3	7
Total	56 120	47 710	103 830	100,0	517	139	371	285	656

^a Les données pour les diplômés de 1978-1979 proviennent de Statistique Canada.

^b Langue de travail préférée.

^c Canadiens étudiant à l'étranger.

Tableau 52

Nominations, candidatures et diplômés d'universités

Répartition, en nombre, des candidatures et des nominations liées au Programme de recrutement dans les universités selon le secteur professionnel, le groupe linguistique et le sexe, 1978 et 1979

Secteur professionnel	Anglo-phones ^a	Franco-phones ^a	Hommes	Femmes	Total ^b	Anglo-phones ^a	Franco-phones ^a	Hommes	Femmes	Total
Administration	8 924	2 192	6 566	4 550	11 116	300	117	216	201	4 017
Service extérieur	3 148	815	2 881	1 082	3 963	19	5	17	7	26
Vérification et comptabilité	2 366	644	2 326	684	3 010	189	91	211	69	2 000
Sciences pures et appliquées	3 452	1 151	3 176	1 427	4 603	148	44	142	50	1 000
Informatique	702	161	675	188	863	27	2	24	5	32
Socio-économique	1 980	558	1 447	1 091	2 538	65	44	56	53	1 100
Total	20 572	5 521	17 071	9 022	26 093	748	303	666	385	1 051
1979										
Administration	4 506	1 155	3 282	2 379	5 661	263	31	132	162	2 000
Service extérieur	1 915	386	1 694	607	2 301	15	2	12	5	22
Vérification et comptabilité	2 204	597	2 054	747	2 801	55	20	47	28	1 000
Sciences pures et appliquées	3 102	1 024	2 847	1 279	4 126	97	33	97	33	1 000
Informatique	494	45	372	167	539	33	6	22	17	50
Socio-économique	2 556	706	1 870	1 392	3 262	54	47	61	40	1 000
Total	14 777	3 913	12 119	6 571	18 690	517	139	371	285	656

^a Langue de travail préférée.

^b Le nombre de candidatures ne représente pas le nombre de candidats puisque chaque candidat peut poser plus d'une candidature. Ainsi, le nombre de candidats était de 16 241 en 1978 et de 9 920 en 1979.

^c Comprend 25 nominations du Bureau du Vérificateur général en 1978 et 15 en 1979.

Tableau 50

Nominations et postes non impérativement bilingues

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique à des postes non impérativement bilingues selon la catégorie professionnelle, la situation linguistique du titulaire et le groupe linguistique, 1979

Catégorie professionnelle	Situation linguistique du titulaire et exigences du poste	Anglophones ^a		Francophones ^a		Total ^b	
		N.	%	N.	%	N.	%
Haute direction	Ont satisfait	123	52,6	64	94,1	202	63,5
	Doivent satisfaire	72	30,8	3	4,4	75	23,6
	N'ont pas à satisfaire ^c	33	14,1	0	0,0	34	10,7
	Total^d	234	100,0	68	100,0	318	100,0
Scientifiques et spécialistes	Ont satisfait	369	58,2	442	85,7	825	70,8
	Doivent satisfaire	180	28,4	65	12,6	245	21,0
	N'ont pas à satisfaire ^c	84	13,2	9	1,7	95	8,1
	Total^d	634	100,0	516	100,0	1 166	100,0
Administration et service extérieur	Ont satisfait	1 771	64,0	2 743	86,4	4 623	76,3
	Doivent satisfaire	622	22,5	232	7,3	863	14,2
	N'ont pas à satisfaire ^c	373	13,5	198	6,2	572	9,4
	Total^d	2 767	100,0	3 174	100,0	6 060	100,0
Techniciens	Ont satisfait	176	60,5	548	73,2	730	69,7
	Doivent satisfaire	62	21,3	89	11,9	152	14,5
	N'ont pas à satisfaire ^c	53	18,2	112	15,0	166	15,8
	Total^d	291	100,0	749	100,0	1 048	100,0
Soutien administratif	Ont satisfait	1 051	60,9	2 802	86,4	3 982	77,9
	Doivent satisfaire	510	29,5	332	10,2	850	16,6
	N'ont pas à satisfaire ^c	165	9,6	106	3,3	276	5,4
	Total^d	1 727	100,0	3 242	100,0	5 111	100,0
Exploitation	Ont satisfait	135	67,8	303	73,9	452	72,6
	Doivent satisfaire	38	19,1	80	19,5	118	18,9
	N'ont pas à satisfaire ^c	26	13,1	27	6,6	53	8,5
	Total^d	199	100,0	410	100,0	623	100,0
Toute les catégories ^e	Ont satisfait	3 632	62,0	6 908	84,6	10 827	75,5
	Doivent satisfaire	1 484	25,3	801	9,8	2 303	16,1
	N'ont pas à satisfaire ^c	736	12,6	454	5,6	1 200	8,4
	Grand total	5 861	100,0	8 167	100,0	14 343	100,0

^aLangue de travail préférée.

^bDans 315 cas, les documents de nomination ne précisent pas la langue de travail préférée.

^cTitulaires autorisés, en vertu du Décret d'exclusion, à occuper un poste bilingue sans posséder la compétence requise, mais dont certains sont désireux de l'acquiescer. Outre ces unilingues, ce groupe comprend des employés bilingues dont la compétence est cependant insuffisante en regard des exigences de leur poste.

^dDans 13 cas, les documents de nomination ne précisent pas la situation linguistique du titulaire.

^eComprend 17 nominations à des postes qui n'ont pas encore été classés dans l'une ou l'autre des catégories professionnelles.

Tableau 49

Nominations et postes impérativement bilingues

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique à des postes impérativement bilingues selon la catégorie professionnelle, la modalité d'emploi et le groupe linguistique, 1979

Catégorie professionnelle	Modalité d'emploi	Anglophones ^a		Francophones ^a		Total ^b
		N.	%	N.	%	

Haute direction	Période indéterminée	2	66,7	9	90,0	11	84,4
	Période déterminée	1	33,3	1	10,0	2	15,6
	Total^c	3	100,0	10	100,0	13	100,0

Scientifiques et spécialistes	Période indéterminée	6	12,0	24	26,4	30	21,7
	Période déterminée	42	84,0	65	71,4	107	75,3
	Total^c	50	100,0	91	100,0	141	100,0

Administration et service extérieur	Période indéterminée	54	23,5	103	30,0	157	26,6
	Période déterminée	173	75,2	238	69,4	425	72,4
	Total^c	230	100,0	343	100,0	587	100,0

Techniciens	Période indéterminée	10	26,3	10	15,6	20	19,9
	Période déterminée	25	65,8	54	84,4	79	77,1
	Total^c	38	100,0	64	100,0	102	100,0

Soutien Administratif	Période indéterminée	36	4,4	106	5,5	142	5,9
	Période déterminée	761	94,0	1 785	93,4	2 654	93,1
	Total^c	810	100,0	1 912	100,0	2 831	100,0

Exploitation	Période indéterminée	11	19,6	7	6,0	18	10,1
	Période déterminée	40	71,4	105	90,5	145	81,4
	Total^c	56	100,0	116	100,0	178	100,0

Toutes les catégories	Période indéterminée	119	10,0	259	10,2	378	9,9
	Période déterminée	1 042	87,8	2 248	88,6	3 412	88,6
	Grand total	1 187	100,0	2 536	100,0	3 852	100,0

^a Dans 129 cas, les documents de nomination ne précisent pas la langue de travail préférée.

^b Dans 62 cas, les documents de nomination ne précisent pas la langue de travail préférée.

^c Note : Comme par le passé, aucun candidat ne peut être nommé à un poste pour une période déterminée s'il ne satisfait pas aux exigences linguistiques du poste.

1979											
A la Fonction publique						Au sein de la Fonction publique					
Anglo-phones ^a	N.	%	Anglo-phones ^a	N.	%	Anglo-phones ^a	N.	%	Anglo-phones ^a	N.	%
1 156	98,9	13	1 174	3 408	98,8	1 174	3 408	98,8	41	1,2	3 452
3	2,7	107	97,3	111	12	4,2	277	95,8	290	401	6,0
46	41,1	66	58,9	113	638	54,1	541	45,9	1 194	1 307	19,5
9	52,9	8	47,1	17	308	80,0	77	20,0	401	418	100,0
1 50,0	1 50,0	0	0,0	3	15	93,8	1	6,2	16	18	4,3
3	100,0	0	0,0	3	50	98,0	1	2,0	51	54	12,9
0	0,0	1	100,0	1	0	0,0	0	0,0	0	1	0,2
5	50,0	5	50,0	10	232	76,1	73	23,9	321	331	79,2
N.	%	Total ^b	N.	%	Total ^b	N.	%	Total ^b	N.	%	Grand total
1 265	85,7	211	14,3	1 483	4 283	82,6	900	17,4	5 204	6 687	100,0
127	51,4	120	48,6	250	2 870	45,8	3 397	54,2	6 397	6 647	34,1
1	0,6	156	99,4	158	22	1,6	1 328	98,4	1 352	1 510	7,7
784	98,4	13	1,6	798	9 616	98,7	126	1,3	9 779	10 577	54,2
100	78,1	28	21,9	128	520	85,1	91	14,9	616	744	3,8
1 012	76,1	317	23,9	1 334	13 051	72,5	4 947	27,5	18 172	19 506	100,0
26	22,6	89	77,4	116	303	29,5	724	70,5	1 034	1 150	13,0
1	3,7	26	96,3	27	15	3,1	471	96,9	488	515	5,8
882	99,5	4	0,5	886	5 754	99,0	60	1,0	5 822	6 708	75,7
80	77,7	23	22,3	103	293	76,7	89	23,3	386	489	5,5
999	87,4	142	12,6	1 132	6 365	82,6	1 344	17,4	7 730	8 862	100,0
125	26,4	348	73,6	485	2 412	33,4	4 806	66,6	7 457	7 942	17,1
6	1,5	383	98,5	392	71	1,2	6 058	98,8	6 136	6 528	14,0
2 598	98,8	32	3,2	2 630	23 115	97,5	586	2,5	23 740	26 370	56,7
147	67,1	72	32,9	219	3 516	65,3	1 869	34,7	5 435	5 654	12,2
2 876	77,5	835	22,5	3 726	29 115	68,6	13 319	31,4	42 769	46 495	100,0
40	53,3	35	46,7	82	215	30,5	491	69,5	719	801	2,5
14	1,4	1 023	98,6	1 039	65	1,5	4 236	98,5	4 303	5 342	16,7
6 111	99,8	13	0,2	6 125	17 142	99,6	67	0,4	17 218	23 343	72,9
204	65,2	109	34,8	319	1 250	57,1	941	42,9	2 207	2 526	7,9
6 369	84,4	1 180	15,6	7 565	18 672	76,5	5 735	23,5	24 447	32 012	100,0
369	35,8	663	64,2	1 056	6 679	39,9	10 040	60,1	17 139	18 195	16,0
25	1,5	1 697	98,5	1 729	185	1,5	12 370	98,5	12 569	14 298	12,5
11 565	99,4	75	0,6	11 647	59 097	98,5	881	1,5	60 074	71 721	62,9
2 554	82,3	259	30,4	859	5 818	65,7	3 032	34,3	8 927	9 786	8,6

Tableau 48

Nominations, catégorie professionnelle, statut linguistique du poste et groupe

Repartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique, selon la catégorie professionnelle, le statut linguistique du poste, et le groupe linguistique du titulaire, 1978 et 1979

Catégorie professionnelle	Statut linguistique du poste	A la Fonction publique		Au sein de la Fonction publique	
		Anglo-phones ^a	Franco-phones ^a	Anglo-phones ^a	Franco-phones ^a
Haute direction	Bilingue	12	57,1	9	42,9
	Français	0	0,0	0	0,0
	Anglais	2	100,0	0	0,0
	Français ou anglais	0	0,0	0	0,0
Scientifiques et spécialistes	Bilingue	50	36,8	86	63,2
	Français	7	5,9	112	94,1
	Anglais	1 167	98,7	15	1,3
	Français ou anglais	142	75,5	46	24,5
Administration et service extérieur	Total ^b	1 366	84,1	259	15,9
	Bilingue	173	38,5	276	61,5
	Français	4	2,4	160	97,6
	Anglais	1 175	98,8	14	1,2
Techniciens	Bilingue	41	29,7	97	70,3
	Français	3	2,5	119	97,5
	Anglais	1 153	99,2	9	0,8
	Français ou anglais	120	82,2	26	17,8
Soutien administratif	Total ^b	1 317	84,0	251	16,0
	Bilingue	186	26,6	514	73,4
	Français	6	0,9	650	99,1
	Anglais	3 329	98,5	52	1,5
Exploitation	Bilingue	77	57,0	58	43,0
	Français	12	0,8	1 534	99,2
	Anglais	6 075	99,6	25	0,4
	Français ou anglais	349	52,1	321	47,9
Toutes les catégories ^c	Total ^b	6 514	77,1	1 940	22,9
	Bilingue	539	34,1	1 040	65,9
	Français	32	1,2	2 575	98,8
	Anglais	12 922	99,1	115	0,9
Grand total	Français ou anglais	1 191	62,2	725	37,8
	Anglais	14 686	76,7	4 457	23,3
	Bilingue	12 922	99,1	115	0,9
	Français ou anglais	1 191	62,2	725	37,8

^a Dans 82 nominations à la Fonction publique et 959 au sein de la Fonction publique en 1978 et, 44 nominations à la Fonction publique et 507 au sein de la Fonction publique en 1979, les documents de nomination ne précisent pas le groupe linguistique.

^b Dans 36 cas en 1978 et 49 en 1979, le statut linguistique du poste n'est pas précisé.

^c Comprend 83 nominations en 1978 et 69 en 1979 à des postes qui n'ont pas encore été classés dans l'une ou l'autre des catégories professionnelles.

Graphique 4
Nominations, statut linguistique des postes et Région de la capitale nationale
 Nominations à et au sein de la Fonction publique selon le statut linguistique des postes et le groupe linguistique des

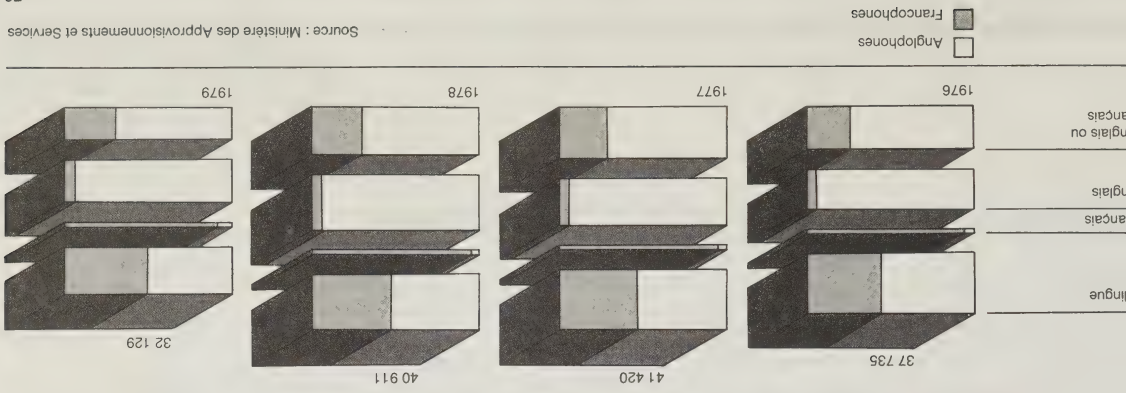


Tableau 47

Nominations, lieu de travail et groupe linguistique

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique selon le lieu de travail et le groupe linguistique, 1978 et 1979

	A la Fonction publique				Au sein de la Fonction publique			
	Francophones ^a		Anglophones ^a		Francophones ^a		Anglophones ^a	
	N.	%	N.	%	N.	%	N.	%

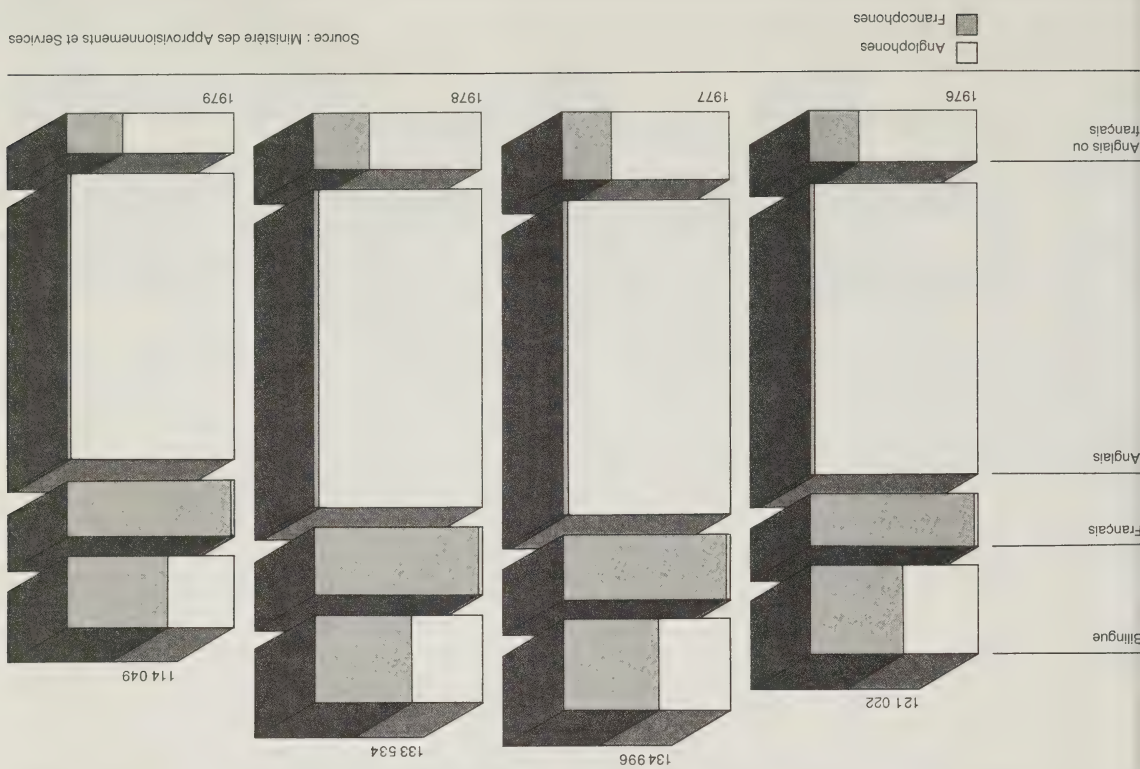
1979										
	14 686		76,4		4 457		23,2		19 225	
	2	40,0	2	40,0	3	60,0	5	14,2	82 880	72,5
Région de la capitale nationale	2 644	67,2	1 237	31,4	3 936	31,4	25 401	68,8	10 746	29,1
Territoires du Nord-Ouest	426	99,8	1	0,2	427	99,8	728	94,9	39	5,1
Yukon	197	100,0	0	0,0	197	100,0	423	100,0	0	0,0
Colombie-Britannique	1 998	99,8	5	0,2	2 003	99,7	10 471	99,7	22	0,2
Alberta	2 487	99,8	3	0,1	2 491	99,7	6 187	99,7	12	0,2
Saskatchewan	795	97,5	19	2,3	815	99,8	2 577	99,8	4	0,2
Manitoba	966	99,5	5	0,5	971	99,4	4 118	99,4	23	0,6
Ontario (sauf R.C.N.)	3 240	97,6	74	2,2	3 319	98,3	19 771	98,3	318	1,6
Québec (sauf R.C.N.)	114	3,6	3 034	96,2	3 156	95,5	811	4,1	18 684	95,5
Nouveau-Brunswick	443	87,5	51	10,1	506	84,0	2 937	84,0	508	14,5
Nouvelle-Écosse	937	97,5	23	2,4	961	98,9	6 450	98,9	66	1,0
Ile-du-Prince-Édouard	67	98,5	1	1,5	68	100,0	612	100,0	0	0,0
Terre-Neuve	370	99,7	1	0,3	371	99,6	2 251	99,6	9	0,4
									2 632	680
									133 534	100

Lieu de travail	1978				1979			
	N.	%	N.	%	N.	%	N.	%
Terre-Neuve	282	100,0	0	0,0	282	99,8	3	0,1
Ile-du-Prince-Édouard	64	97,0	2	3,0	66	97,3	11	2,4
Nouvelle-Écosse	683	96,5	25	3,5	708	99,2	46	0,7
Nouveau-Brunswick	318	82,8	61	15,9	384	81,7	493	16,5
Québec (sauf R.C.N.)	58	3,0	1 894	96,8	425	2,5	16 437	97,4
Ontario (sauf R.C.N.)	2 503	97,6	56	2,2	2 564	98,1	282	1,8
Manitoba	986	99,3	7	0,7	993	99,6	14	0,3
Saskatchewan	869	99,9	1	0,1	870	99,7	7	0,3
Alberta	2 924	99,7	1	0,0	2 932	99,8	9	0,1
Colombie-Britannique	1 788	99,8	3	0,2	1 792	99,8	12	0,1
Yukon	224	99,6	1	0,4	225	99,8	1	0,2
Territoires du Nord-Ouest	426	99,1	4	0,9	430	95,6	30	4,4
Région de la capitale nationale	1 427	68,3	640	30,7	2 088	68,7	8 923	29,7
Étranger	2	100,0	0	0,0	2	70,4	59	29,6
Total ^b	12 554	82,1	2 695	17,6	71 819	72,7	26 330	26,7

^a Dans 82 nominations à la Fonction publique et 959 au sein de la Fonction publique en 1978 et, 44 nominations à la Fonction publique et 607 au sein de la Fonction publique en 1979, les documents de nomination ne précisent pas le groupe linguistique. Dans un cas en 1978 et 3 en 1979, les documents de nomination ne précisent pas le lieu de travail.

^b Total

Graphique 3
Nominations et statut linguistique
des postes
 Nominations à et au sein de la Fonction
 publique selon le statut linguistique des
 postes et le groupe linguistique des
 employés, de 1976 à 1979



Source : Ministère des Approvisionnements et Services

Tableau 46

Nominations, lieu de travail et sexe

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique selon le lieu de travail et le sexe, 1978 et 1979

1978												
A la Fonction publique												
Hommes			Femmes			Total			Hommes			Grand total
N.	%	N.	N.	%	N.	N.	%	N.	N.	%	Total	
253	68,2	118	37,8	37,1	1 569	69,4	69,2	30,6	2 261	2 632	2	
Terre-Neuve												
43	63,2	25	36,8	68	348	56,9	264	43,1	612	680	0	
Ile-du-Prince-Edouard												
656	68,3	305	31,7	96,1	4 465	68,5	2 054	31,5	6 519	7 480	5	
Nouvelle-Écosse												
273	54,0	233	46,0	506	2 108	60,3	1 390	39,7	3 498	4 004	5	
Nouveau-Brunswick												
2 095	66,4	1 060	33,6	3 155	11 425	58,4	8 140	41,6	19 565	22 720	17	
Ontario (sauf R.C.N.)												
1 759	53,0	1 560	47,0	3 319	11 538	57,3	8 585	42,7	20 123	23 442	17	
Manitoba												
461	47,5	510	52,5	971	2 223	53,6	1 921	46,4	4 144	5 115	3	
Saskatchewan												
422	51,8	393	48,2	815	1 317	51,0	1 266	49,0	2 583	3 398	2	
Alberta												
1 212	48,7	1 279	51,3	2 491	3 126	50,4	3 078	49,6	6 204	8 695	6	
Colombie-Britannique												
1 094	54,6	909	45,4	2 003	6 366	60,6	4 133	39,4	10 499	12 502	9	
Yukon												
98	49,7	99	50,3	197	269	63,6	154	36,4	423	620	0	
Territoires du Nord-Ouest												
203	47,5	224	52,5	427	434	56,6	333	43,4	767	1 194	0	
Région de la capitale nationale												
1 897	48,2	2 039	51,8	3 936	16 908	45,8	20 021	54,2	36 929	40 865	30	
Etranger												
4	80,0	1	20,0	5	160	88,4	21	11,6	181	186	0	
Total	10 470	8 755	45,5	19 225	62 257	54,5	52 052	45,5	114 309	133 534	100	
1979												
Terre-Neuve												
197	69,9	85	30,1	282	1 336	66,5	672	33,5	2 008	2 290	2	
Ile-du-Prince-Edouard												
39	59,1	27	40,9	66	284	63,1	166	36,9	450	516	0	
Nouvelle-Écosse												
512	72,3	196	27,7	708	4 329	70,1	1 847	29,9	6 176	6 884	6	
Nouveau-Brunswick												
192	50,0	192	50,0	384	1 761	59,0	1 222	41,0	2 983	3 367	3	
Québec (sauf R.C.N.)												
1 197	61,2	760	38,8	1 957	9 189	54,4	7 691	45,6	16 880	18 837	16	
Ontario (sauf R.C.N.)												
1 408	54,9	1 156	45,1	2 564	8 277	51,9	7 685	48,1	15 962	18 526	16	
Manitoba												
486	48,9	507	51,1	993	2 180	52,0	2 009	48,0	4 189	5 182	4	
Saskatchewan												
369	42,4	501	57,6	870	1 286	49,5	1 311	50,5	2 597	3 467	3	
Alberta												
1 268	43,2	1 664	56,8	2 932	2 998	48,0	3 242	52,0	6 240	9 172	8	
Colombie-Britannique												
862	48,1	930	51,9	1 792	5 576	56,4	4 315	43,6	9 891	11 663	10	
Yukon												
79	35,1	146	64,9	225	200	47,6	220	52,4	420	645	1	
Territoires du Nord-Ouest												
188	43,7	242	56,3	430	382	55,7	304	44,3	686	1 116	1	
Région de la capitale nationale												
976	46,7	1 112	53,3	2 088	13 472	44,8	16 600	55,2	30 072	32 160	28	
Etranger												
1	50,0	1	50,0	2	149	74,9	50	25,1	199	201	0	
Total	7 774	50,8	7 519	49,2	15 293	51 422	52,1	47 334	47,9	98 756	114 049	100

Dans un cas en 1978 et 3 en 1979, les documents de nomination ne précisent pas le lieu de travail.

1978											
C.F.P.					C.F.P.						
% (H)					% (H)						
N.					N.						
Ministères					Ministères						
Total					Total						
31	4,5	656	24,8	687	100,0	13	6,5	557	97,7	570	100,0
21	12,3	150	5,7	171	100,0	8	4,0	116	93,5	124	100,0
11	14,5	65	85,5	76	100,0	22,4	38	77,6	49	100,0	
217	10,9	1 776	89,1	1 993	100,0	8,5	5,5	1,5	91,5	1 970	100,0
280	9,6	2 647	90,4	2 927	100,0	199	100,0	2 514	92,7	2 713	100,0
0	0,0	5	100,0	5	100,0	33,3	2	66,7	3	100,0	
551	4,4	33 673	95,6	35 224	100,0	2,8	29 738	97,2	30 608	100,0	
15,6	14,5	32,3	85,5	30,8	14,6	5,3	32,1	94,7	31,0	100,0	
626	16,4	9 581	9,2	11 207	100,0	10,9	11 693	12,6	12 346	100,0	
736	18,7	7 542	81,3	9 278	100,0	18,1	5 856	81,9	7 149	100,0	
1001	8,5	53 599	91,5	58 600	100,0	6,5	45 498	93,5	48 653	100,0	
914	50,4	51,3	51,3	51,3	52,8	6,0	49,0	94,0	49,3	100,0	
1979											
C.F.P.					C.F.P.						
% (H)					% (H)						
N.					N.						
Ministères					Ministères						
Total					Total						

^aDans 620 cas en 1978 et 576 en 1979, les documents de nomination ne précisent pas la modalité de nomination.

Rétrogradations	
Toutes les modalités de nomination ^a	
● concours	● affiches
● sans concours	● répertoirées
● autres modalités	
Total	
● concours	● affiches
● sans concours	● répertoirées
● autres modalités	
Grand total	

suite et fin du tableau 45

24	100,0	71 384	100,0	76 808	100,0	3 770	100,0	64 617	100,0	94,5	68 387	100,0
63	50,9	23 849	33,4	26 612	34,6	1 977	52,4	21 500	33,3	91,6	23 477	34,3
43	10,0	1 297	1,8	1 840	2,4	682	18,1	1 173	1,8	63,2	1 855	2,7
85	10,8	4 367	6,1	4 952	6,4	244	6,5	6 331	9,8	96,3	6 575	9,6
48	10,1	15 551	21,8	16 099	21,0	360	9,5	14 073	21,8	97,5	14 433	21,1
90	16,4	22 244	31,2	23 134	30,1	478	12,7	15 571	24,1	97,0	16 049	23,5
1	0,0	6	0,0	7	0,0	1	0,0	5	0,0	83,3	6	0,0
78	1,4	1 949	2,7	2 027	2,6	22	0,6	3 384	5,2	99,4	3 406	5,0
16	0,3	2 121	3,0	2 137	2,8	6	0,2	2 580	4,0	99,8	2 586	3,8
00	100,0	29 749	100,0	33 949	100,0	1 996	100,0	25 081	100,0	92,6	27 077	100,0
31	26,9	5 489	18,5	6 620	19,5	530	26,6	6 420	25,6	92,4	6 950	25,7
81	28,1	6 173	20,8	7 354	21,7	599	30,0	4 640	18,5	88,6	5 239	19,3
36	22,3	2 995	10,1	3 931	11,6	378	18,9	1 674	6,7	81,6	2 052	7,6
52	22,7	15 092	50,7	16 044	47,3	489	24,5	12 347	49,2	96,2	12 836	47,4
	5,9		94,1		100,0		3,8					

Tableau 45

Nominations, provenance et mode de sélection

Répartition, en nombre et pourcentage [vertical (V) et horizontal (H)], des nominations au sein de
Fonction publique selon la modalité de nomination, le mode de sélection et la provenance, 1978-
1979

Modalité de nomination		Mode de sélection	
Promotions		Mutations	
■ Latérales	■ reconduction d'une nomination pour une période déterminée	● concours	● concours
		● autres	● autres
		● sans concours	● sans concours
		● autres mod.	● autres mod.
Total		Total	

"Langue de travail préférée de l'employé.
"Dans 959 cas en 1978 et 607 en 1979, les docu-
ments de nomination ne précisent pas la langue de
travail préférée.
"Dans 502 cas en 1978 et 472 en 1979, les docu-
ments de nomination ne précisent pas le lieu de
travail.
"Les 5 rétrogradations de 1978 et les 3 de 1979 se
sont produites dans le même lieu de travail.
"Dans 620 cas en 1978 et 576 en 1979, les docu-
ments de nomination ne précisent pas la modalité de
nomination.

Modalité de nomination		Mobilité géographique	
■ Régressives			
		● inter-régionales	● R.C.N. vers rég
		● intra-régionales	● entre villes
		● régions vers rég	● même lieu de tr
		Total	
Rétrogradations			
Toutes les modalités de nomination		● inter-régionales	● R.C.N. vers rég
		● intra-régionales	● entre villes
		● régions vers rég	● même lieu de tr
		Grand total	

Anglophones ^a	N	% (V)	% (H)	1978										1979									
				Francophones ^a					Total ^b					Francophones ^a					Total ^b				
152	0.6	81.3	0.7	34	0.4	18.2	187	0.6	100.0	140	0.7	78.2	38	0.6	21.2	179	0.7	100.0	148	0.5	1.6	100.0	100.0
162	0.6	77.5	0.7	44	21.1	209	209	0.6	100.0	113	0.6	76.4	34	0.5	23.0	148	0.7	100.0	148	0.5	1.6	100.0	100.0
493	1.9	96.3	1.6	18	0.2	3.5	512	1.5	100.0	391	1.9	92.9	29	0.4	6.9	421	1.6	100.0	421	0.5	1.6	100.0	100.0
1 260	4.9	73.3	4.5	451	5.7	26.2	1 720	5.1	100.0	877	4.4	72.5	328	4.8	27.1	1 210	4.5	100.0	1 210	4.5	1.6	100.0	100.0
3 590	91.9	75.3	92.8	7 374	93.1	23.5	31 321	92.3	100.0	18 586	92.4	74.0	6 344	93.7	25.3	25 119	92.8	100.0	25 119	92.8	1.6	100.0	100.0
6 57	75.6	73.3	75.6	7 921	93.1	23.3	33 949	92.3	100.0	20 107	74.3	6 773	25.0	27 077	100.0	100.0	100.0	100.0	27 077	100.0	100.0	100.0	100.0
12	85.7	14.3	0.0	2	0.0	14.3	14	0.0	100.0	20	83.3	4	16.7	24	0.0	100.0	0.0	100.0	24	0.0	100.0	100.0	100.0
6	75.0	25.0	0.0	2	0.0	25.0	8	0.0	100.0	13	86.7	2	13.3	15	0.0	100.0	0.0	100.0	15	0.0	100.0	100.0	100.0
16	100.0	0.0	0.0	0	0.0	0.0	16	0.0	100.0	14	93.3	1	6.7	15	0.0	100.0	0.0	100.0	15	0.0	100.0	100.0	100.0
285	66.3	145	0.5	145	0.7	33.7	430	0.6	100.0	261	70.0	112	30.0	373	0.6	100.0	0.5	100.0	373	0.5	100.0	100.0	100.0
9 144	71.3	7.515	35.1	7 515	34.7	28.0	26 837	34.9	100.0	16 609	76.8	4 856	22.5	21 620	22.5	100.0	31.6	100.0	21 620	31.6	100.0	100.0	100.0
619	71.4	235	35.1	235	27.1	867	867	1.1	100.0	500	33.7	196	27.9	702	27.9	100.0	31.6	100.0	702	31.6	100.0	100.0	100.0
336	76.4	99	76.4	99	22.5	440	440	1.1	100.0	331	74.7	107	24.2	443	24.2	100.0	1.0	100.0	443	1.0	100.0	100.0	100.0
158	91.3	106	91.3	106	8.4	0.5	1 268	0.6	100.0	1 236	93.7	81	6.1	1 319	6.1	100.0	0.6	100.0	1 319	0.6	100.0	100.0	100.0
950	71.8	1 154	5.4	1 154	5.3	28.1	4 107	5.3	100.0	2 651	74.9	885	25.0	3 538	25.0	100.0	5.2	100.0	3 538	5.2	100.0	100.0	100.0
041	70.2	12 416	55.1	12 416	57.3	29.0	42 820	55.7	100.0	27 667	68.6	12 447	30.9	40 338	30.9	100.0	59.0	100.0	40 338	59.0	100.0	100.0	100.0
568	71.0	21 674	568	21 674	57.3	28.2	76 808	55.7	100.0	49 302	72.1	18 691	27.3	68 387	27.3	100.0	100.0	100.0	68 387	100.0	100.0	100.0	100.0

Langue de travail prélevée de l'emploi.
Dans 959 cas en 1978 et 607 en 1979, les documents de nomination ne précisent pas la langue de travail prélevée.
Dans 502 cas en 1978 et 472 en 1979, les documents de nomination ne précisent pas le lieu de travail.
Les 5 rétrogradations de 1978 et les 3 de 1979 sont produites dans le même lieu de travail.
Dans 620 cas en 1978 et 576 en 1979, les documents de nomination ne précisent pas la modalité de nomination.



Tableau 44

Nominations, mobilité géographique et groupe linguistique

Répartition, en nombre et pourcentage [vertical (V) et horizontal (H)], des nominations au sein de la fonction publique selon la modalité de nomination, la mobilité géographique et le groupe linguistique en 1978 et 1979

Hommes		Femmes		Total		Hommes		Femmes		Total	
1978		1979									
N	% (H)	N	% (H)	N	% (H)	N	% (H)	N	% (H)	N	% (H)
47	40,2	70	59,8	117	4,0	45	48,4	48	51,6	93	3,4
18	64,3	10	35,7	28	100,0	22	55,0	18	45,0	40	100,0
1,0		0,9		1,0		1,3		1,7		1,5	
72	55,8	57	44,2	129	100,0	76	59,8	51	40,2	127	100,0
3,9		5,3		4,4		4,5		4,9		4,7	
202	65,8	105	34,2	307	100,0	176	67,2	86	32,8	262	100,0
11,0		9,7		10,5		10,5		8,3		9,7	
503	64,1	843	35,9	2 346	100,0	1 360	62,1	831	37,9	2 191	100,0
81,6		77,7		80,2		81,0		80,4		80,8	
842	62,9	1 085	37,1	2 927	100,0	1 679	61,9	1 034	38,1	2 713	100,0
5	100,0	0		5	100,0	2	66,7	1	33,3	3	100,0
782	66,0	403	34,0	1 185	100,0	649	65,0	349	35,0	998	100,0
1,3		0,8		1,0		1,3		0,7		1,0	
502	73,3	183	26,7	685	100,0	478	74,0	168	26,0	646	100,0
0,8		0,4		0,6		0,9		0,4		0,7	
41	74,7	487	25,3	1 928	100,0	1 392	74,0	490	26,0	1 882	100,0
2,3		0,9		1,7		2,7		1,0		1,9	
634	70,5	1 936	29,5	6 570	100,0	3 631	67,4	1 757	32,6	5 388	100,0
7,4		3,7		5,7		7,1		3,7		5,5	
693	52,9	48 746	47,1	103 439	100,0	45 044	50,4	44 326	49,6	89 370	100,0
87,9		93,6		90,5		87,6		93,6		90,5	
257	54,5	52 052	45,5	114 309	100,0	51 422	52,1	47 334	47,9	98 756	100,0

Dans 502 cas en 1978 et 472 en 1979, les documents de nomination ne précisent pas le lieu de travail.
Les 5 rétrogradations de 1978 et les 3 de 1979 sont produites dans le même lieu de travail.
Dans 620 cas en 1978 et 576 en 1979, les documents de nomination ne précisent pas la modalité de nomination.

suite et fin du tableau 43

Modalité de nomination

Mobilité géographique

■ Régressives

● inter-régionales

● R.C.N. vers régi

● régions vers R.C.

● régions vers rég

● intra-régionales

● entre villes

● même lieu de tra

Total

Rétrogradations

Toutes les modalités de nomination

● inter-régionales

● R.C.N. vers régi

● régions vers R.C.

● régions vers rég

● intra-régionales

● entre villes

● même lieu de tra

Grand total

Hommes		Femmes		Total		Hommes		Femmes		Total	
1978		1979									
N.	% (H)	N.	% (H)	N.	% (H)	N.	% (H)	N.	% (H)	N.	% (H)
159	85,0	28	15,0	187	100,0	124	69,3	55	30,7	179	100,0
188	90,0	21	10,0	209	100,0	134	90,5	14	9,5	148	100,0
188	1,0	0,1	10,9	0,6	100,0	0,9	86,7	0,1	13,3	0,5	100,0
456	89,1	56	10,9	512	100,0	365	86,7	56	13,3	421	100,0
249	72,6	471	27,4	1 720	100,0	852	70,4	358	29,6	1 210	100,0
451	6,4	44,3	3,3	31 321	100,0	13 816	5,6	11 303	45,0	25 119	100,0
451	55,7	13 870	44,3	92,3	55,0	90,4	55,0	95,9	43,5	92,8	100,0
503	57,4	14 446	42,6	33 949	100,0	15 291	56,5	11 786	43,5	27 077	100,0
1	7,1	13	92,9	14	100,0	6	25,0	18	75,0	24	100,0
5	62,5	3	37,5	8	100,0	7	46,7	8	53,3	15	100,0
10	62,5	6	37,5	16	100,0	9	60,0	6	40,0	15	100,0
277	64,4	153	35,6	430	100,0	220	59,0	153	41,0	373	100,0
399	49,9	13 438	50,1	26 837	100,0	9 511	44,0	12 109	56,0	21 620	100,0
399	33,0	37,2	33,7	867	34,9	27,8	67,5	35,4	32,5	31,6	100,0
575	66,3	292	33,7	867	100,0	474	67,5	228	32,5	702	100,0
291	66,1	149	33,9	440	100,0	315	71,1	128	28,9	443	100,0
900	71,0	368	29,0	1 268	100,0	942	71,4	377	28,6	1 319	100,0
903	70,7	1 204	29,3	4 107	100,0	2 380	67,3	1 158	32,7	3 538	100,0
286	52,0	20 534	48,0	42 820	5,3	20 322	50,4	58,5	49,6	40 338	100,0
648	54,8	36 160	56,8	76 808	55,7	34 186	59,4	34 201	50,0	68 387	100,0

« Dans 502 cas en 1978 et 472 en 1979, les documents de nomination ne précisent pas le lieu de travail. Les 5 rétrogradations de 1978 et les 3 de 1979 sont produites dans le même lieu de travail. Dans 620 cas en 1978 et 576 en 1979, les documents de nomination ne précisent pas la modalité de nomination. »

Nominations, mobilité géographique et sexe	
Fonction publique selon la modalité de nomination, la mobilité géographique et le sexe, 1978 et 1979	
Répartition, en nombre et pourcentage [vertical (V) et horizontal (H)], des nominations au sein de	
Tableau 43	
Modalité de nomination	
Mobilité géographique	
Promotions	
● Inter-régionales	
● R.C.N. vers régions	
● régions vers R.C.N.	
● régions vers régions	
● entre villes	
● même lieu de travail	
Total	
Mutations	
■ Latérales	
reconduction d'une nomination pour une période déterminée	
● Inter-régionales	
● R.C.N. vers régions	
● régions vers R.C.N.	
● régions vers régions	
● entre villes	
● même lieu de travail	
Total	
■ autres	
● Inter-régionales	
● R.C.N. vers régions	
● régions vers R.C.N.	
● régions vers régions	
● entre villes	
● même lieu de travail	
Total	

1978									
C.F.P.					C.F.P.				
Ministères					Ministères				
Total					Total				
N. % (V)					N. % (V)				
0					0				
0,0	0,0	5	100,0	100,0	0,0	0,0	2	100,0	100,0
286	13,0	4 775	78,8	100,0	286	13,0	4 067	78,6	100,0
618	8,0	99 010	94,8	100,0	618	8,0	88 147	94,8	100,0
914	8,7	104 395	91,3	100,0	914	8,7	92 785	94,0	100,0
023	14,8	11 616	85,2	100,0	023	14,9	10 194	85,1	100,0
891	7,8	92 779	92,2	100,0	891	7,8	82 591	96,2	100,0
914	8,7	104 395	91,3	100,0	914	8,7	92 785	94,0	100,0
942	13,0	53 383	51,1	100,0	942	13,0	46 515	50,1	100,0
64	0,6	680	0,7	100,0	64	0,7	639	93,1	100,0
353	3,6	11 186	96,9	100,0	353	3,6	8 115	97,9	100,0
639	3,8	39 146	96,2	100,0	639	3,8	37 516	98,1	100,0
914	8,7	104 395	91,3	100,0	914	8,7	92 785	94,0	100,0
114 309	40 685	11 539	744	100,0	114 309	40 685	8 286	87,9	100,0
5971	710	171	47	100,0	5971	710	11 985	86 771	100,0
100,0	11,9	2,9	0,8	100,0	100,0	11,9	12,1	87,9	100,0
6,0	1,9	2,1	6,9	100,0	6,0	1,9	12,1	87,9	100,0
92 785	37 516	8 115	639	100,0	92 785	37 516	8 286	87,9	100,0
100,0	40,4	8,7	0,7	100,0	100,0	40,4	8,4	38,7	100,0
94,0	98,1	97,9	93,1	100,0	94,0	98,1	8 286	38,7	100,0
98 756	38 226	8 286	686	100,0	98 756	38 226	8 286	38,7	100,0
100,0	38,7	8,4	0,7	100,0	100,0	38,7	8,4	0,7	100,0
1979					1978				
C.F.P.					C.F.P.				
Ministères					Ministères				
Total					Total				
N. % (V)					N. % (V)				
0					0				
0,0	0,0	2	100,0	100,0	0,0	0,0	2	100,0	100,0
286	13,0	4 067	78,6	100,0	286	13,0	4 067	78,6	100,0
618	8,0	88 147	94,8	100,0	618	8,0	88 147	94,8	100,0
914	8,7	92 785	94,0	100,0	914	8,7	92 785	94,0	100,0
023	14,8	10 194	85,1	100,0	023	14,8	10 194	85,1	100,0
891	7,8	82 591	96,2	100,0	891	7,8	82 591	96,2	100,0
914	8,7	92 785	94,0	100,0	914	8,7	92 785	94,0	100,0
942	13,0	46 515	50,1	100,0	942	13,0	46 515	50,1	100,0
64	0,6	639	93,1	100,0	64	0,6	639	93,1	100,0
353	3,6	8 115	97,9	100,0	353	3,6	8 115	97,9	100,0
639	3,8	37 516	98,1	100,0	639	3,8	37 516	98,1	100,0
914	8,7	92 785	94,0	100,0	914	8,7	92 785	94,0	100,0
114 309	40 685	11 539	744	100,0	114 309	40 685	11 539	744	100,0
5971	710	171	47	100,0	5971	710	171	47	100,0
100,0	11,9	2,9	0,8	100,0	100,0	11,9	2,9	0,8	100,0
6,0	1,9	2,1	6,9	100,0	6,0	1,9	2,1	6,9	100,0
92 785	37 516	8 115	639	100,0	92 785	37 516	8 115	639	100,0
100,0	40,4	8,7	0,7	100,0	100,0	40,4	8,7	0,7	100,0
94,0	98,1	97,9	93,1	100,0	94,0	98,1	97,9	93,1	100,0
98 756	38 226	8 286	686	100,0	98 756	38 226	8 286	686	100,0
100,0	38,7	8,4	0,7	100,0	100,0	38,7	8,4	0,7	100,0

suite et fin du tableau 42

Mobilité de nomination	
Rétrogradations ^c	
Toutes les modalités de nomination ^d	
● ministère	• dans un autre ministère
	• dans le même ministère
Total ^e	
● groupe	• dans un autre groupe ou sous-groupe
	• dans le même groupe ou sous-groupe
Total ^f	
● modalité d'emploi	• période indéterminée
	• période déterminée
	• période indéterminée
	• période déterminée
Total ^g	

^a L'addition de ces totaux ne correspond pas à la somme de toutes les modalités de nomination parce que, dans 620 cas en 1978 et 576 en 1979, les documents de nomination ne précisent pas s'il y a eu un changement de ministère.

^b L'addition de ces totaux ne correspond pas à la somme de toutes les modalités de nomination parce que, dans 16 cas en 1978, les documents de nomination ne précisent pas la modalité d'emploi.

^c Des 5 rétrogradations en 1978, une comporte un changement de groupe ou de sous-groupe et 4, aucun changement. Les 3 rétrogradations de 1979 ne comportent aucun changement de groupe ou de sous-groupe.

^d Dans 620 cas en 1978 et 576 en 1979, les documents de nomination ne précisent pas la modalité de nomination.

C.F.P.		Ministères		Total	
N.	% (H)	N.	% (H)	N.	% (H)

85	3,6	26 320	96,4	27 305	100,0	507	2,3	21 540	97,7	22 047	100,0	100,0
----	-----	--------	------	--------	-------	-----	-----	--------	------	--------	-------	-------

26	18,6	3 148	7,0	3 974	8,0	770	23,6	2 706	6,3	3 476	7,5	100,0
126	7,9	41 916	92,1	45 529	92,0	2 493	5,8	40 371	94,2	42 864	92,5	100,0

39	9,0	45 064	91,0	49 503	100,0	3 263	7,0	43 077	93,0	46 340	100,0	100,0
13	81,4	41 916	92,1	45 529	92,0	2 493	5,8	40 371	94,2	42 864	92,5	100,0

39	9,0	45 064	91,0	49 503	100,0	3 263	7,0	43 077	93,0	46 340	100,0	100,0
81	85,2	26 219	58,2	30 000	60,6	2 968	9,1	23 138	53,7	26 106	56,3	100,0

43	11,1	343	88,9	386	100,0	27	6,5	388	93,5	415	0,9	100,0
43	11,1	343	88,9	386	100,0	27	6,5	388	93,5	415	0,9	100,0

43	11,1	343	88,9	386	100,0	27	6,5	388	93,5	415	0,9	100,0
43	11,1	343	88,9	386	100,0	27	6,5	388	93,5	415	0,9	100,0

39	9,0	45 064	91,0	49 503	100,0	3 263	7,0	43 077	93,0	46 340	100,0	100,0
39	9,0	45 064	91,0	49 503	100,0	3 263	7,0	43 077	93,0	46 340	100,0	100,0

39	9,0	45 064	91,0	49 503	100,0	3 263	7,0	43 077	93,0	46 340	100,0	100,0
39	9,0	45 064	91,0	49 503	100,0	3 263	7,0	43 077	93,0	46 340	100,0	100,0

80	9,6	2 647	90,4	2 927	100,0	199	7,3	2 514	92,7	2 713	100,0	100,0
80	9,6	2 647	90,4	2 927	100,0	199	7,3	2 514	92,7	2 713	100,0	100,0

Modalité de nomination		Mobilité professionnelle	
Mutations			
■ Latérales		■ reconduction d'une nomination pour une période déterminée	
	■ autres	● ministère	● dans un autre
			● dans le même
	Total ^a		
	● groupe	● dans le même	● ou sous-groupe
	● modalité d'emploi	● période indéterminée	● période indéterminée
		● période déterminée	● période déterminée
		● à période indéterminée	● à période indéterminée
		● période déterminée	● période déterminée
Total ^b		Total ^c	
	■ Régressives	● ministère	● dans un autre
			● dans le même
		Total ^a	
		● groupe	● dans le même
	● modalité d'emploi	● période indéterminée	● période indéterminée
		● période déterminée	● période déterminée
		● à période indéterminée	● à période indéterminée
		● période déterminée	● période déterminée
Total ^b		Total ^c	

^a L'addition de ces totaux ne correspond pas à la somme de toutes les modalités de nomination parce que, dans 620 cas en 1978 et 576 en 1979, les documents de nomination ne précisent pas s'il y a eu un changement de ministère.

^b L'addition de ces totaux ne correspond pas à la somme de toutes les modalités de nomination parce que, dans 16 cas en 1978, les documents de nomination ne précisent pas la modalité d'emploi.

^c Des 5 rétrogradations en 1978, une comporte un changement de groupe ou de sous-groupe et 4, aucun changement. Les 3 rétrogradations de 1979 ne comportent aucun changement de groupe ou de sous-groupe.

^d Dans 620 cas en 1978 et 576 en 1979, les documents de nomination ne précisent pas la modalité de nomination.

^a L'addition de ces totaux ne correspond pas à la somme de toutes les modalités de nomination parce que, dans 620 cas en 1978 et 576 en 1979, les documents de nomination ne précisent pas s'il y a eu changement de ministère.

^b L'addition de ces totaux ne correspond pas à la somme de toutes les modalités de nomination parce que, dans 16 cas en 1978, les documents de nomination ne précisent pas la modalité d'emploi.

^c Des 5 rétrogradations en 1978, une comporte un changement de groupe ou de sous-groupe et 4 aucun changement. Les 3 rétrogradations de 1979 ne comportent aucun changement de groupe ou de sous-groupe.

Tableau 42

Nominations, provenance et mobilité professionnelle

Répartition, en nombre et pourcentage [vertical (V) et horizontal (H)], des nominations au sein d'une fonction publique, selon la modalité de nomination, la mobilité professionnelle et la provenance en 1978 et 1979

Modalité de nomination	Mobilité professionnelle
------------------------	--------------------------

Promotions

● ministère	• dans un autre ministère
	• dans le même ministère
Total^a	

● groupe	• dans un autre groupe
	• ou sous-groupe
	• dans le même groupe
	• ou sous-groupe
Total	

● modalité d'emploi	• période indéterminée
	• période déterminée
	• période indéterminée
	• période déterminée
	• période indéterminée
	• période déterminée
Total^b	

1978										1979																																																					
C.F.P.					Ministères					C.F.P.					Ministères																																																
N.					N.					N.					N.																																																
% (H)					% (H)					% (H)					% (H)																																																
% (V)					% (V)					% (V)					% (V)																																																
Total					Total					Total					Total																																																
365	7,1	17 860	14,6	92,9	19 225	14,4	100,0	2,4	14 933	13,9	97,6	15 293	13,4	100,0	200	12,4	29 749	24,3	96,4	27 305	20,4	100,0	507	8,0	7,0	43 077	20,0	97,7	22 047	19,3	100,0	40,6	100,0	280	2,5	0,0	0,0	100,0	2,4	100,0	3	0,0	0,0	100,0	100,0																		
279	8,4	122 255	91,6	133 534	100,0	6 331	100,0	5,6	107 718	100,0	94,4	114 049	100,0	100,0	0	0,0	2 647	2,2	100,0	2 927	2,2	100,0	199	3,1	7,3	2 514	2,3	92,7	2 713	2,4	100,0	40,6	100,0	439	39,4	9,6	9,0	45 064	36,9	90,4	37,1	100,0	3 263	51,5	5,1	43 077	40,0	93,0	46 340	40,6	100,0	280	2,5	0,0	0,0	100,0	2,4	100,0	3	0,0	0,0	100,0	100,0

« Dans 620 cas en 1978 et 576 en 1979, les documents de nomination ne précisent pas la modalité de nomination.
 « Comprend 83 nominations en 1978 et 69 en 1979 à des postes qui n'ont pas encore été classés dans l'une ou l'autre des catégories professionnelles.
 Note : Pour la catégorie Haute direction, les données de 1978 diffèrent de celles publiées dans le rapport annuel de l'an dernier parce qu'il y a eu une modification dans le traitement des documents de nomination.

suite et fin du tableau 4.1

Toutes les catégories^a

Nominations à la Fonction publique

Nominations au sein
de la Fonction publique

■ Promotions

■ Mutations

● latérales

● régressives

● autres

● reconduction d'
nomination pour
période déterminée

Grand total

■ Rétrogradations

1978									
C.F.P.					Ministères				
N.					N.				
% (H)					% (H)				
Total					Total				
%					%				
(V)					(V)				
N.					N.				
53	1,0	6 320	10,1	99,0	5 373	10,1	10,1	99,0	100,0
186	1,4	13 031	24,8	98,6	13 217	24,8	24,8	98,6	100,0
194	1,3	14 420	27,5	98,7	14 614	27,5	27,5	98,7	100,0
253	1,4	18 377	35,0	98,6	18 630	35,0	35,0	98,6	100,0
16	1,7	931	1,8	98,3	947	1,8	1,8	98,3	100,0
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703	1,3	52 487	98,7	100,0	53 190	100,0	100,0	100,0	100,0
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Note : Pour la catégorie Haute direction, les données de 1978 diffèrent de celles publiées dans le rapport annuel de l'an dernier parce qu'il y a eu une modification dans le traitement des documents de nomination.
 *Comprend 83 nominations en 1978 et 69 en 1979 à des postes qui n'ont pas encore été classés dans l'une ou l'autre des catégories professionnelles.
 Dans 620 cas en 1978 et 576 en 1979, les documents de nomination ne précisent pas la modalité de nomination.

Catégorie professionnelle		Modalité de nomination		Soutien administratif		Nominations à la Fonction publique		Nominations au sein de la Fonction publique		Exploitation		Nominations à la Fonction publique		Nominations au sein de la Fonction publique		Total ^a	

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« Dans 620 cas en 1978 et 576 en 1979, les documents de nomination ne précisent pas la modalité de nomination.
Comprend 83 nominations en 1978 et 69 en 1979 à des postes qui n'ont pas encore été classés dans l'une ou l'autre des catégories professionnelles.
Note : Pour la catégorie Haute direction, les données de 1978 diffèrent de celles publiées dans le rapport annuel de l'an dernier parce qu'il y a eu une modification dans le traitement des documents de nomination.

Catégorie professionnelle			Modalité de nomination			Administration et service extérieur			Nominations à la Fonction publique			Nominations au sein de la Fonction publique			Techniciens			Total*		

Dans 620 cas en 1978 et 576 en 1979, les documents de nomination ne précisent pas la modalité de nomination.
Comprend 83 nominations en 1978 et 69 en 1979 à des postes qui n'ont pas encore été classés dans l'une ou l'autre des catégories professionnelles.
Note : Pour la catégorie Haute direction, les données de 1978 diffèrent de celles publiées dans le rapport annuel de l'an dernier parce qu'il y a eu une modification dans le traitement des documents de nomination.

Nominations, provenance et catégorie professionnelle		
Tableau 41		
Nominations, provenance et catégorie professionnelle		
Repartition, en nombre et pourcentage [vertical (V) et horizontal (H)], des nominations à et au sein de la Fonction publique selon la catégorie professionnelle, la modalité de nomination et la provenance, 1978 et 1979		
Catégorie professionnelle	Modalité de nomination	
Haute direction		
Nominations à la Fonction publique		
Nominations au sein de la Fonction publique		
Promotions		
Mutations		
● latérales		
● reconduction d'un		
nomination pour un		
période déterminée		
● autres		
● régressives		
■ Rétrogradations		
Total*		
Scientifiques et spécialistes		
Nominations à la Fonction publique		
Nominations au sein de la Fonction publique		
Promotions		
Mutations		
● latérales		
● reconduction d'un		
nomination pour un		
période déterminée		
● autres		
● régressives		
■ Rétrogradations		
Total*		
Scientifiques et spécialistes		
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Nominations au sein de la Fonction publique		
Promotions		
Mutations		
● latérales		
● reconduction d'un		
nomination pour un		
période déterminée		
● autres		
● régressives		
■ Rétrogradations		
Total*		

8 601	14 378	22 980	5 372	34 883	40 256	5 312	40 712	46 024	3 002	37 994	40 994
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6 en 1977, les documents de
sas s'il s'agit d'une nomina-

Les documents de nomination ne précèdent pas le 17^e septembre 1976, les documents de nomination ne précèdent pas le 16^e en 1976 et 15 en 1977, les documents de nomination ne précèdent pas le 15^e août, d'une nomination de la Fonction publique. L'ajout de ces totaux ne correspond pas au grand principe que, dans 25 cas en 1976, 19 en 1977 et 14 en 1978, la modalité d'emploi (période indéterminée) n'est pas précisée sur les documents de nomination. 164 cas en 1976, 101 en 1977 et 73 en 1978, les documents de nomination ne précèdent pas le 15^e août (voir tableau ci-dessous).

Tableau 39

Postes bilingues, catégorie professionnelle, niveau de compétence requis en langue seconde et Région de la capitale nationale

Répartition, en nombre et pourcentage des postes bilingues, dans la Région de la capitale nationale par catégorie professionnelle, niveau de compétence requis en langue seconde—expression orale—et selon que la langue seconde du titulaire est l'anglais ou le français, 1979

Langue seconde	Anglais		Français	
	N.	%	N.	%
Catégorie professionnelle	Niveau de compétence requis			
	Supérieur	323	35,5	231
	Intermédiaire	575	63,3	662
	Minimal	7	0,8	12
	Autres ^a	4	0,4	4
Total 909 100,0 909 100				
Scientifiques et spécialistes	Supérieur	1 001	24,6	532
	Intermédiaire	2 758	67,8	2 879
	Minimal	263	6,5	523
	Autres ^a	43	1,1	131
	Total 4 065 100,0 4 065 100			
Administration et service extérieur	Supérieur	2 413	20,5	2 409
	Intermédiaire	8 372	71,1	7 974
	Minimal	769	6,5	1 191
	Autres ^a	226	1,9	206
	Total 11 780 100,0 11 780 100			
Techniciens	Supérieur	259	13,1	136
	Intermédiaire	1 324	66,9	1 267
	Minimal	371	18,7	546
	Autres ^a	25	1,3	30
	Total 1 979 100,0 1 979 100			
Soutien administratif	Supérieur	690	6,1	513
	Intermédiaire	6 370	56,0	5 784
	Minimal	3 950	34,7	4 751
	Autres ^a	361	3,2	323
	Total 11 371 100,0 11 371 100			
Exploitation	Supérieur	2	0,1	1
	Intermédiaire	223	14,0	198
	Minimal	825	51,7	851
	Autres ^a	545	34,2	545
	Total 1 595 100,0 1 595 100			
Toutes les catégories ^b	Supérieur	4 741	14,9	3 871
	Intermédiaire	19 663	61,8	18 810
	Minimal	6 203	19,5	7 892
	Autres ^a	1 207	3,8	1 241
	Grand total 31 814 100,0 31 814 100			

^aPostes ne comportant aucune exigence en expression

orale, ou comportant soit le niveau minimal (M), soit un

niveau professionnel ou technique (P).

^bComprend 115 postes bilingues qui n'ont pas encore

été classés dans l'une ou l'autre des catégories

professionnelles.

Source : Ministère des Approvisionnements et Services

Tableau 38

Postes bilingues, catégorie professionnelle et niveau de compétence requis en

langue seconde

Répartition, en nombre et pourcentage, des postes bilingues par catégorie professionnelle, niveau de compétence requis en langue seconde—expression orale—et selon que la langue seconde du titulaire est l'anglais ou le français, 1979

Catégorie professionnelle	Niveau de compétence requis	Langue seconde	
		Anglais	Français
Haute direction	Supérieur	366	262
	Intermédiaire	633	731
	Minimal	7	13
	Autres ^a	4	4
	Total	1 010	1 010
	Supérieur	1 258	954
	Intermédiaire	4 197	4 259
	Minimal	656	812
	Autres ^a	147	233
	Total	6 258	6 258
Administration et service extérieur	Supérieur	2 917	3 348
	Intermédiaire	14 507	13 845
	Minimal	1 251	1 539
	Autres ^a	292	235
	Total	18 967	18 967
	Supérieur	353	438
	Intermédiaire	3 044	3 236
	Minimal	934	999
	Autres ^a	379	37
	Total	4 710	4 710
Techniciens	Supérieur	818	927
	Intermédiaire	8 686	8 581
	Minimal	6 466	6 758
	Autres ^a	737	441
	Total	16 707	16 707
	Supérieur	15	35
	Intermédiaire	455	500
	Minimal	1 994	1 973
	Autres ^a	2 559	2 515
	Total	5 023	5 023
Soutien administratif	Supérieur	5 781	6 013
	Intermédiaire	31 564	31 200
	Minimal	11 326	12 112
	Autres ^a	4 121	3 467
	Total	52 792	52 792
	Supérieur	15	35
	Intermédiaire	455	500
	Minimal	1 994	1 973
	Autres ^a	2 559	2 515
	Total	5 023	5 023
Exploitation	Supérieur	15	35
	Intermédiaire	455	500
	Minimal	1 994	1 973
	Autres ^a	2 559	2 515
	Total	5 023	5 023
	Supérieur	5 781	6 013
	Intermédiaire	31 564	31 200
	Minimal	11 326	12 112
	Autres ^a	4 121	3 467
	Total	52 792	52 792
Grand total		100,0	100,0

Postes ne comportant aucune exigence en expression orale, ou comportant soit le niveau minimal (P), soit un niveau professionnel ou technique (P).

^aComprend 117 postes bilingues qui n'ont pas encore été classés dans l'une ou l'autre des catégories professionnelles.

Source : Ministère des Approvisionnements et Services

départition, en nombre et pourcentage, des postes bilingues par région linguistique, niveau de compétence requis en langue seconde—expression orale—et selon que la langue seconde du

secondo

Postes bilingues, région linguistique et niveau de compétence requis en langue

Tableau 37

Niveau de compétence requis		Région linguistique		L'unique à majorité anglaise		Québec (sauf R.C.N.)		Région de la capitale nationale		Nouveau-Brunswick, Nord et Est de l'Ontario (sauf R.C.N.)		Autres ⁹		Toutes les régions linguistiques		Grand total	
Anglais	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%	N.
Supérieur	360	14,5	161	6,4	1 600	64,3	374	2,4	4 741	14,9	19 663	61,8	43	12,5	5 781	11,0	52 792
Intermédiaire	8 393	53,9	8 879	57	4 361	28,0	19 663	61,8	6 203	19,5	1 628	63,2	280	81,4	31 564	59,8	11 326
Minimal	4 361	28,0	3 244	20	2 442	15,7	2 442	15,7	6 203	19,5	1 628	63,2	432	16,8	31 564	59,8	11 326
Autres ⁹	2 442	15,7	1 695	10	15 570	100,0	15 570	100,0	15 570	100,0	15 570	100,0	251	9,8	31 564	59,8	11 326
Total	2 490	100,0	2 490	100,0	15 570	100,0	15 570	100,0	15 570	100,0	15 570	100,0	251	9,8	31 564	59,8	11 326
Supérieur	360	14,5	161	6,4	1 600	64,3	374	2,4	4 741	14,9	19 663	61,8	43	12,5	5 781	11,0	52 792
Intermédiaire	8 393	53,9	8 879	57	4 361	28,0	19 663	61,8	6 203	19,5	1 628	63,2	280	81,4	31 564	59,8	11 326
Minimal	4 361	28,0	3 244	20	2 442	15,7	2 442	15,7	6 203	19,5	1 628	63,2	432	16,8	31 564	59,8	11 326
Autres ⁹	2 442	15,7	1 695	10	15 570	100,0	15 570	100,0	15 570	100,0	15 570	100,0	251	9,8	31 564	59,8	11 326
Total	2 490	100,0	2 490	100,0	15 570	100,0	15 570	100,0	15 570	100,0	15 570	100,0	251	9,8	31 564	59,8	11 326
Supérieur	360	14,5	161	6,4	1 600	64,3	374	2,4	4 741	14,9	19 663	61,8	43	12,5	5 781	11,0	52 792
Intermédiaire	8 393	53,9	8 879	57	4 361	28,0	19 663	61,8	6 203	19,5	1 628	63,2	280	81,4	31 564	59,8	11 326
Minimal	4 361	28,0	3 244	20	2 442	15,7	2 442	15,7	6 203	19,5	1 628	63,2	432	16,8	31 564	59,8	11 326
Autres ⁹	2 442	15,7	1 695	10	15 570	100,0	15 570	100,0	15 570	100,0	15 570	100,0	251	9,8	31 564	59,8	11 326
Total	2 490	100,0	2 490	100,0	15 570	100,0	15 570	100,0	15 570	100,0	15 570	100,0	251	9,8	31 564	59,8	11 326

Source : Ministère des Approvisionnements et Services

Emploies affectés à l'étranger.

9. Postes ne comportant aucune exigence en expression orale, ou comportant soit le niveau minimal (R), soit un niveau professionnel ou technique (P).

Statut linguistique du poste, catégorie professionnelle, groupe linguistique et

Région de la capitale nationale

Répartition, en nombre et pourcentage, des employés de la Région de la capitale nationale, par catégorie professionnelle, statut linguistique du poste et selon le groupe linguistique

de l'emploi, 1979

Statut linguistique du poste	N.	%	Francophones ^a		Anglophones ^a	
	N.	%	% Francophones ^a	Anglophones ^a	% Francophones ^a	Anglophones ^a
Catégorie professionnelle	Bilingue	737	81,1	172	18,9	909
	Anglais	22	100,0	0	0,0	22
	Français	0	0,0	0	0,0	0
	Anglais ou français	5	100,0	0	0,0	5
	Total	764	81,6	172	18,4	936
Scientifiques et spécialistes	Bilingue	3 125	76,9	940	23,1	4 065
	Anglais	2 958	97,2	84	2,8	3 042
	Français	20	3,3	580	96,7	600
	Anglais ou français	592	92,5	48	7,5	640
	Total	6 695	80,2	1 652	19,8	8 347
Administration et service extérieur	Bilingue	6 947	59,0	4 833	41,0	11 780
	Anglais	5 374	95,8	237	4,2	5 611
	Français	18	12,3	128	87,7	146
	Anglais ou français	879	80,9	207	19,1	1 086
	Total	13 218	71,0	5 405	29,0	18 623
Techniciens	Bilingue	1 199	60,6	780	39,4	1 979
	Anglais	2 783	91,3	265	8,7	3 048
	Français	10	12,7	69	87,3	79
	Anglais ou français	885	82,9	182	17,1	1 067
	Total	4 877	79,0	1 296	21,0	6 173
Soutien administratif	Bilingue	4 783	42,1	6 588	57,9	11 371
	Anglais	7 702	88,0	1 052	12,0	8 754
	Français	36	5,3	649	94,7	685
	Anglais ou français	2 910	67,7	1 386	32,3	4 296
	Total	15 431	61,5	9 675	38,5	25 106
Exploitation	Bilingue	581	36,4	1 014	63,6	1 595
	Anglais	900	85,3	155	14,7	1 055
	Français	14	4,3	313	95,7	327
	Anglais ou français	2 321	50,4	2 288	49,6	4 609
	Total	3 816	50,3	3 770	49,7	7 586
Toutes les catégories ^b	Bilingue	17 418	54,7	14 396	45,3	31 814
	Anglais	19 761	91,7	1 798	8,3	21 559
	Français	98	5,3	1 740	94,7	1 838
	Anglais ou français	7 592	64,9	4 112	35,1	11 704
	Grand total	44 869	67,1	22 046	32,9	66 915

première langue officielle de l'emploi.

ans 2 839 cas, ni la première langue officielle de l'emploi, ni le statut linguistique du poste ne sont

recensés.

comprend 164 postes qui n'ont pas encore été classés

ans l'une ou l'autre des catégories professionnelles.

Source : Ministère des Approvisionnements et

services

Tableau 35

Statut linguistique du poste, catégorie professionnelle et groupe linguistique
Répartition, en nombre et pourcentage, des employés par catégorie professionnelle, statut linguistique du poste et selon le groupe linguistique de l'employé, 1979

Catégorie professionnelle	Statut linguistique du poste	Anglophones ^a		Francophones ^a		Total
		N.	%	N.	% Francophones et anglophones	
Haute direction	Bilingue	793	78,5	217	21,5	1 010
	Anglais	118	99,2	1	0,8	119
	Français	0	0,0	1	100,0	1
	Anglais ou français	7	100,0	0	0,0	7
	Total	918	80,7	219	19,3	1 24
Scientifiques et spécialistes	Bilingue	3 827	61,2	2 431	38,8	6 258
	Anglais	11 980	98,4	196	1,6	12 176
	Français	59	4,8	1 175	95,2	1 234
	Anglais ou français	656	88,6	84	11,4	740
	Total	16 522	81,0	3 886	19,0	20 408
Administration et service extérieur	Bilingue	8 907	47,0	10 060	53,0	18 967
	Anglais	24 870	98,4	406	1,6	25 276
	Français	53	2,2	2 337	97,8	2 390
	Anglais ou français	1 300	80,4	317	19,6	1 617
	Total	35 130	72,8	13 120	27,2	48 250
Techniciens	Bilingue	1 834	38,9	2 876	61,1	4 710
	Anglais	17 360	97,4	460	2,6	17 820
	Français	63	5,8	1 026	94,2	1 089
	Anglais ou français	1 003	82,7	210	17,3	1 213
	Total	20 260	81,6	4 572	18,4	24 832
Soutien administratif	Bilingue	5 819	34,8	10 888	65,2	16 707
	Anglais	33 766	95,9	1 427	4,1	35 193
	Français	112	2,0	5 496	98,0	5 608
	Anglais ou français	3 463	67,9	1 635	32,1	5 098
	Total	43 160	68,9	19 446	31,1	62 606
Exploitation	Bilingue	1 229	24,5	3 794	75,5	5 023
	Anglais	62 508	98,7	802	1,3	63 310
	Français	434	2,4	17 555	97,6	17 989
	Anglais ou français	3 681	56,1	43,9	6,560	6 560
	Total	67 852	73,5	25 030	26,9	92 882
Toutes les catégories ^b	Bilingue	22 456	42,5	30 336	57,5	52 792
	Anglais	150 625	97,9	3 297	2,1	153 922
	Français	721	2,5	27 591	97,5	28 312
	Anglais ou français	10 111	66,4	5 126	33,6	15 237
	Grand total	183 913	73,5	66 350	26,5	250 263

^aPremière langue officielle de l'employé.

^bDans 16 602 cas, ni la première langue officielle de l'employé, ni le statut linguistique du poste ne sont précisés.

^cComprend 217 postes qui n'ont pas encore été classés dans l'une ou l'autre des catégories professionnelles.

Source : Ministère des Approvisionnements et Services

Tableau 34

Statut linguistique du poste, région linguistique et groupe linguistique

Répartition, en nombre et pourcentage, des employés par région linguistique, statut linguistique du poste et selon le groupe linguistique de l'employé, 1979

Région linguistique	Statut linguistique du poste	Anglophones ^a		Francophones ^a		Total ^b
		N.	%	N.	% Francophones	Total ^b
Région linguistique à majorité anglaise	Bilingue	1 796	72,1	694	27,9	2 490
	Anglais	124 336	99,1	1 112	0,9	125 448
	Français	26	17,8	120	82,2	146
	Anglais ou français	289	81,2	67	18,8	356
	Total	126 447	98,4	1 993	1,6	128 440
	Bilingue (sauf R.C.N.)	1 619	10,4	13 951	89,6	15 570
Région de la capitale nationale	Bilingue	17 418	54,7	14 396	45,3	31 814
	Anglais	19 761	91,7	1 798	8,3	21 559
	Français	98	5,3	1 740	94,7	1 838
	Anglais ou français	7 592	64,9	4 112	35,1	11 704
	Total	44 869	67,1	22 046	32,9	66 915
	Bilingue (sauf R.C.N., Nord et Est de l'Ontario)	1 396	54,2	1 178	45,8	2 574
Autres ^c	Bilingue	227	66,0	117	34,0	344
	Anglais	150	96,2	6	3,8	156
	Français	2	1,8	15	88,2	17
	Anglais ou français	925	75,1	307	24,9	1 232
	Total	1 304	74,6	445	25,4	1 749
	Bilingue des régions linguistiques	22 456	42,5	30 386	57,5	52 792
Outre-mer	Anglais	150 625	97,9	3 297	2,1	153 922
	Français	721	2,5	27 691	97,5	28 312
	Anglais ou français	10 111	66,4	5 126	33,6	15 237
	Total	183 913	73,5	66 350	26,5	250 263
	Grand total	183 913	73,5	66 350	26,5	250 263
		10 111	66,4	5 126	33,6	15 237

Première langue officielle de l'employé.

Dans 16 602 cas, ni la première langue officielle de

l'employé, ni le statut linguistique du poste ne sont

précisés.

Les employés affectés à l'étranger.

Source : Ministère des Approvisionnement et

Services

Tableau 33

Catégorie Exploitation et Francophones

Repartition, en nombre et pourcentage des Francophones de la catégorie Exploitation selon le ministère, 1979

Ministère	N	%	Francophones ^a	Anglophones ^a	Effectif total de la catégorie
Conseil de la radiodiffusion et des télécommunications canadiennes	1	100,0			
Industrie et Commerce	10	76,9			
Commission de la Fonction publique	18	69,2			
Agence canadienne de développement international	4	66,7			
Conseil du Trésor	2	66,7			
Secrétariat d'Etat du Canada	4	66,7			
Ministères dont l'effectif est inférieur à 100 employés	34	63,0			
Approuvisionnements et Services	919	60,7			
Expansion économique régionale	3	60,0			
Affaires des anciens combattants	709	56,0			
Bureau du Conseil privé	9	52,9			
Emploi et Immigration	42	50,6			
Justice	4	50,0			
Sciences et Technologie	1	50,0			
Statistique Canada	18	48,6			
Musées nationaux du Canada	113	47,7			
Archives publiques du Canada	17	44,7			
Revenu national (Douanes et Accise, Impôt)	95	38,9			
Travaux publics	1 363	34,2			
Service canadien des pénitenciers	1 949	33,4			
Energie, Mines et Ressources	86	31,7			
Affaires extérieures	60	30,0			
Postes	14 560	28,9			
Finances	2	28,6			
Consommation et Corporations	7	28,0			
Cour fédérale	1	25,0			
Transports	1 144	22,5			
Gendarmerie royale du Canada (civils)	83	20,3			
Travail	1	20,0			
Communications	14	18,2			
Agriculture	255	18,0			
Défense nationale (civils)	3 148	17,8			
Environnement	28	13,5			
Affaires indiennes et du Nord canadien	228	13,0			
Santé nationale et Bien-être social	71	7,8			
Pêches et Océans	21	2,9			
Commission canadienne des grains	6	2,2			
Bibliothèque nationale du Canada	0	0,0			
Bureau des services juridiques des pensions	0	0,0			
Commission canadienne des pensions	0	0,0			
Office de l'établissement agricole des anciens combattants	0	0,0			
Office national de l'énergie	0	0,0			
Solliciteur général	0	0,0			

^a Première langue officielle de l'emploi.
Source : Ministère des Approvisionnement et Services

Tableau 32

Catégorie Soutien administratif et Francophones

Repartition, en nombre et pourcentage, des Francophones de la catégorie Soutien administratif selon le ministère, 1979

Ministère	N.	%	Francophones ^a	Anglophones ^a	Effectif total de la catégorie
Secrétariat d'Etat du Canada	725	70,6	1 027	1 048	
Conseil de la radiodiffusion et des télécommunications canadiennes	91	67,4	135	137	
Commission de la Fonction publique	479	66,3	722	735	
Agence canadienne de développement international	220	60,9	361	363	
Ministères dont l'effectif est inférieur à 100 employés	183	58,7	312	403	
Conseil du Trésor	109	54,5	200	208	
Bureau du Conseil privé	79	53,0	149	154	
Finances	115	50,2	229	235	
Consommation et Corporations	347	45,3	766	784	
Sciences et Technologie	18	43,9	41	41	
Bibliothèque nationale du Canada	93	42,1	221	225	
Archives publiques du Canada	129	42,0	307	312	
Musées nationaux du Canada	69	39,2	176	176	
Solliciteur général	25	38,5	65	79	
Statistique Canada	796	38,3	2 079	2 180	
Commission nationale des libérations conditionnelles	55	38,2	144	147	
Approvisionnement et Services	1 766	37,6	4 701	4 793	
Postes	870	36,8	2 364	2 562	
Emploi et Immigration	3 532	35,0	10 092	11 508	
Bureau du Contrôleur général du Canada	11	34,4	32	34	
Communications	188	34,1	551	589	
Cour fédérale	15	34,1	44	77	
Affaires extérieures	542	33,8	1 605	1 632	
Expansion économique régionale	127	33,3	381	403	
Justice	139	32,9	422	458	
Commission canadienne des transports	94	32,8	287	288	
Service canadien des pénitenciers	414	31,8	1 302	1 319	
Travail	76	30,4	250	269	
Affaires des anciens combattants	269	30,1	894	1 209	
Revenu national (Douanes et Accise, Impôt)	2 400	29,9	8 030	8 534	
Environnement	301	27,6	1 092	1 121	
Transports	778	27,1	2 870	3 094	
Agence d'examen de l'investissement étranger	10	27,0	37	39	
Santé nationale et Bien-être social	817	26,2	3 113	3 548	
Travaux publics	308	25,3	1 218	1 285	
Agriculture	348	24,3	1 435	1 540	
Affaires indiennes et du Nord canadien	393	23,2	1 691	2 073	
Industrie et Commerce	173	22,7	763	788	
Office national de l'énergie	23	20,5	112	113	
Défense nationale (civils)	1 558	20,0	7 799	8 282	
Département des Assurances	11	19,6	56	60	
Gendarmerie royale du Canada (civils)	444	17,6	2 523	2 725	
Energie, Mines et Ressources	124	17,4	714	740	
Commission canadienne des pensions	32	17,2	186	209	
Pêches et Océans	124	15,9	782	784	
Office de l'établissement agricole des anciens combattants	11	10,4	106	118	
Bureau des services juridiques des pensions	6	7,9	76	89	
Commission canadienne des grains	9	7,6	119	127	
Administration du rétablissement agricole des Prairies	0	0,0	25	83	

Source : Ministère des Approvisionnements et Services
Première langue officielle de l'employé.

Tableau 31

Catégorie Techniciens et Francophones

Répartition, en nombre et pourcentage, des Francophones de la catégorie Techniciens selon le ministère, 1979

Ministère	Francophones ^a	%	N	Anglophones ^a	total de et catégor	Effectif
Bureau du Conseil privé	1	100,0				1
Commission de la Fonction publique	78	68,4		114		11
Secrétariat d'Etat du Canada	21	65,6		32		3
Ministères dont l'effectif est inférieur à 100 employés	5	62,5		8		1
Agence canadienne de développement international	8	57,1		14		1
Conseil de la radiodiffusion et des télécommunications canadiennes	10	52,6		19		1
Conseil du Trésor	6	50,0		12		1
Justice	14	43,8		32		3
Postes	62	39,5		157		17
Archives publiques du Canada	39	34,2		114		11
Statistique Canada	221	33,7		655		65
Solliciteur général	1	33,3		3		3
Emploi et Immigration	20	31,3		64		6
Expansion économique régionale	9	31,0		29		3
Finances	10	29,4		34		3
Industrie et Commerce	16	29,1		55		5
Bibliothèque nationale du Canada	11	28,2		39		4
Approvisionnement et Services	27	27,0		100		10
Consommation et Corporations	128	25,9		495		50
Revenu national (Douanes et Accise, Impôt)	53	25,7		206		20
Travaux publics	231	22,4		1 030		1 073
Service canadien des pénitenciers	55	21,6		255		26
Affaires de anciens combattants	11	20,8		53		6
Communications	121	20,8		583		59
Agriculture	651	20,4		3 191		3 342
Energie, Mines et Ressources	209	20,1		1 040		1 050
Défense nationale (civils)	517	19,6		2 640		2 691
Affaires extérieures	23	19,2		120		122
Santé nationale et Bien-être social	116	18,0		645		700
Transports	1 264	17,0		7 415		7 722
Musées nationaux du Canada	36	14,0		257		2
Environnement	291	14,0		2 077		2 090
Affaires indiennes et du Nord canadien	129	13,5		954		1 094
Gendarmerie royale du Canada (civils)	8	12,7		63		64
Office national de l'énergie	3	9,4		32		33
Commission canadienne des transports	6	8,8		68		69
Pêches et Océans	140	7,6		1 836		1 851
Travail	2	6,7		30		3
Commission canadienne des grains	19	5,4		352		370
Bureau des services juridiques des pensions	0	0,0		0		0
Agence d'examen de l'investissement étranger	0	0,0		4		4
Sciences et Technologie	0	0,0		4		4
Première langue officielle de l'employé:						
Source : Ministère des Approvisionnements et Services						

Tableau 30

Catégorie Administration et service extérieur et Francophones

Répartition, en nombre et pourcentage, des Francophones de la catégorie Administration et service extérieur selon le ministère, 1979

Ministère	Francophones ^a	N.	%	Francophones et total de la catégorie
Secrétariat d'Etat du Canada	1 257	69,3	1 813	1 853
Ministères dont l'effectif est inférieur à 100 employés	19	5,3	232	279
Commission de la Fonction publique				
Conseil de la radiodiffusion et des télécommunications canadiennes	73	44,5	164	170
Agence canadienne de développement international	205	43,5	471	480
Commission nationale des libérations conditionnelles	31	42,5	73	73
Justice	35	41,7	84	86
Bureau du Conseil privé	25	35,7	70	70
Postes	733	32,0	2 288	2 356
Communications	117	31,4	373	382
Service canadien des pénitenciers	489	30,4	1 606	1 625
Emploi et Immigration	3 004	29,6	10 150	10 773
Statistique Canada	186	29,5	630	638
Finances	35	29,2	120	124
Expansion économique régionale	148	28,9	512	531
Sciences et Technologie	16	28,1	57	57
Commission canadienne des transports	60	27,5	218	220
Archives publiques du Canada	33	27,3	121	121
Musées nationaux du Canada	49	26,8	183	183
Affaires extérieures	252	26,2	963	997
Solliciteur général	16	25,8	62	72
Conseil du Trésor	84	25,5	329	352
Consommation et Corporations	154	25,5	605	608
Approvisionnement et Services	701	24,7	2 836	2 863
Revenu national (Douanes et Accise, Impôt)	2 553	23,5	10 848	11 015
Environnement	157	22,6	694	702
Agence d'examen de l'investissement étranger	9	22,5	40	41
Santé nationale et Bien-être social	270	22,3	1 211	1 318
Bibliothèque nationale du Canada	6	21,4	28	29
Travaux publics	228	21,4	1 065	1 099
Travail	58	20,8	279	282
Affaires des anciens combattants	104	20,7	503	635
Transports	398	20,3	1 960	2 098
Agriculture	124	19,1	648	666
Gendarmerie royale du Canada (civils)	32	18,6	172	180
Affaires indiennes et du Nord canadien	357	18,1	1 973	2 278
Défense nationale (civils)	273	18,1	1 510	1 553
Bureau du Contrôleur général du Canada	19	17,6	108	109
Cour fédérale	5	17,2	29	45
Energie, Mines et Ressources	50	16,4	304	314
Industrie et Commerce	207	15,5	1 335	1 399
Pêches et Océans	71	14,1	503	508
Département des Assurances	15	13,9	108	108
Commission canadienne des pensions	5	13,9	36	39
Office national de l'énergie	8	13,3	60	60
Bureau des services juridiques des pensions	1	5,0	20	26
Commission canadienne des grains	1	3,7	27	27
Office de l'établissement agricole des anciens combattants				
Combattants	2	2,4	84	85

^a Les Francophones des groupes et niveaux de cette catégorie assimilés à la Haute direction sont également comptés dans le tableau 28.

^b Première langue officielle de l'emploi.

Source : Ministère des Approvisionnements et Services

Tableau 29

Catégorie Scientifiques et spécialistes et Francophones

Répartition, en nombre et pourcentage, des Francophones de la catégorie Scientifiques et spécialistes - les selon le ministère, 1979

Ministère	Francophones ^a	Anglophones ^b	Effectif total de la catégorie
Commission de la Fonction publique	743	81,5	912
Département des Assurances	7	38,9	18
Agence canadienne de développement international	22	37,9	60
Ministères dont l'effectif est inférieur à 100 employés	7	35,0	20
Secrétariat d'Etat du Canada	11	31,4	35
Conseil du Trésor	11	29,7	47
Expansion économique régionale	17	28,3	66
Service canadien des pénitenciers	140	27,2	524
Archives publiques du Canada	29	26,4	112
Bureau du Conseil privé	1	25,0	4
Emploi et Immigration	48	24,7	208
Approuvisionnement et Services	74	24,3	306
Revenu national (Douanes et Accise, Impôt)	646	24,3	2 676
Justice	110	23,9	501
Défense nationale (civils)	357	23,4	1 594
Affaires des anciens combattants	119	22,9	688
Finances	39	18,9	223
Bibliothèque nationale du Canada	32	18,6	177
Affaires extérieures	5	17,2	29
Travaux publics	82	15,8	542
Agriculture	310	15,2	2 103
Statistique Canada	98	14,6	683
Transports	99	13,9	753
Affaires indiennes et du Nord canadien	235	13,3	2 339
Bureau des services juridiques des pensions	4	13,3	30
Conseil de la radiodiffusion et des télécommunications canadiennes	4	12,9	31
Santé nationale et Bien-être social	214	12,6	2 088
Communications	38	12,5	311
Musées nationaux du Canada	12	12,4	97
Consommation et Corporations	30	11,9	253
Commission canadienne des transports	19	11,8	161
Industrie et Commerce	6	10,7	66
Postes	9	9,8	96
Environnement	174	9,4	1 879
Travail	4	8,7	46
Commission canadienne des pensions	3	8,3	39
Solliciteur général	2	6,7	30
Energie, Mines et Ressources	68	6,5	1 054
Pêches et Océans	50	5,6	896
Office national de l'énergie	7	5,3	132
Bureau du Contrôleur général du Canada	0	0,0	0
Commission canadienne des grains	0	0,0	22
Agence d'examen de l'investissement étranger	0	0,0	7
Commission nationale des libérations conditionnelles	0	0,0	3
Cour fédérale	0	0,0	0
Gendarmerie royale du Canada (civils)	0	0,0	6
Administration du rétablissement agricole des Prairies	0	0,0	33
Sciences et Technologie	0	0,0	13

^a Les Francophones des groupes et niveaux de cette catégorie assésimés à la Haute direction sont également comptés dans le tableau 28.

^b Première langue officielle de l'emploi.

Source : Ministère des Approvisionnement et Services

Tableau 28

Groupes et niveaux assimilés à la catégorie Haute direction et Francophones

Répartition, en nombre et pourcentage, des Francophones occupant des postes dans des groupes et à des niveaux assimilés à la catégorie Haute direction selon le ministère, 1979

Ministère	Francophones ^a	N.	%	Effectif total des assimilés
Agence canadienne de développement international	1	100,0		
Commission de la Fonction publique	1	100,0		
Emploi et Immigration	1	33,3		
Expansion économique régionale	2	28,6		
Affaires extérieures	19	27,1		
Affaires indiennes et du Nord canadien	1	20,0		
Justice	8	19,5		
Musées nationaux du Canada	1	16,7		
Revenu national (Douanes et Accise, Impôt)	1	16,7		
Statistique Canada	2	10,5		
Travaux publics	1	9,1		
Agriculture	3	7,1		
Défense nationale (civils)	1	5,3		
Environnement	2	4,3		
Santé nationale et Bien-être social	2	3,6		
Affaires des anciens combattants	0	0,0		
Archives publiques du Canada	0	0,0		
Commission canadienne des transports	0	0,0		
Commission des relations de travail dans la Fonction publique	0	0,0		
Communications	0	0,0		
Conseil de la radiodiffusion et des télécommunications canadiennes	0	0,0		
Consommation et Corporations	0	0,0		
Energie, Mines et Ressources	0	0,0		
Finances	0	0,0		
Industrie et Commerce	0	0,0		
Ministères dont l'effectif est inférieur à 100 employés	0	0,0		
Office national de l'énergie	0	0,0		
Pêches et Océans	0	0,0		
Sciences et Technologie	0	0,0		
Service canadien des pénitenciers	0	0,0		
Solliciteur général	0	0,0		
Transports	0	0,0		
Langue de travail préférée	3	0,0		

Source : Commission de la Fonction publique : Procédé d'évaluation et de recrutement de la main-d'œuvre par le traitement de l'information (Permatri)

Tableau 27

Catégorie Haute direction et Francophones

Répartition, en nombre et pourcentage, des Francophones de la catégorie Haute direction* selon le ministère, 1979

Ministère	Francophones ^a	Effectif total de la catégorie
Justice	5	71,4
Secrétariat d'Etat du Canada	15	51,7
Archives publiques du Canada	1	50,0
Commission de la Fonction publique	10	40,0
Conseil de la radiodiffusion et des télécommunications canadiennes	2	40,0
Agence canadienne de développement international	13	39,4
Transports	30	33,3
Agence d'examen de l'investissement étranger	2	28,6
Communications	8	25,8
Conseil du Trésor	23	25,8
Santé nationale et Bien-être social	15	25,4
Affaires extérieures	3	25,0
Travail	4	25,0
Musées nationaux du Canada	1	25,0
Expansion économique régionale	10	25,0
Emploi et Immigration	19	24,4
Affaires indiennes et du Nord canadien	10	21,3
Agriculture	8	21,1
Travaux publics	9	20,9
Consommation et Corporations	6	20,7
Postes	7	20,6
Service canadien des pénitenciers	4	20,0
Revenu national (Douanes et Accise, Impôt)	12	19,7
Ministères dont l'effectif est inférieur à 100 employés	12	19,7
Approvisionnement et Services	14	19,4
Statistique Canada	5	18,5
Commission canadienne des transports	2	16,7
Commission des relations de travail dans la Fonction publique	1	14,3
Industrie et Commerce	10	13,0
Pêches et Océans	4	11,1
Office national de l'énergie	1	11,1
Bureau du Conseil privé	3	10,7
Sciences et Technologie	2	10,0
Solliciteur général	1	9,1
Défense nationale (civils)	2	8,7
Environnement	5	7,8
Energie, Mines et Ressources	3	7,7
Finances	3	7,7
Affaires des anciens combattants	0	0,0
Commission nationale des libérations conditionnelles	0	0,0
Département des Assurances	0	0,0

*Plusieurs membres de la Haute direction sont détachés auprès d'autres ministères; cependant, les données tiennent compte de leur ministère d'origine.

^aPremière langue officielle de l'emploi.

Source : Commission de la Fonction publique : Système de traitement des données sur la Haute direction

Tableau 26

Catégorie Exploitation et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie Exploitation selon le ministère, 1979

Ministère	Femmes		total de la catégorie
	N.	%	
Commission canadienne des pensions	2	100,0	2
Bureau des services juridiques des pensions	2	66,7	3
Santé nationale et Bien-être social	632	56,4	1 120
Bibliothèque nationale du Canada	1	50,0	2
Office de l'établissement agricole des anciens combattants	17	45,9	37
Affaires des anciens combattants	628	39,0	1 611
Approvisionnement et Services	427	27,9	1 529
Postes	13 339	24,9	53 552
Gendarmerie royale du Canada (civils)	106	24,7	429
Ministères dont l'effectif est inférieur à 100 employés	13	21,7	60
Affaires indiennes et du Nord canadien	349	16,6	2 108
Justice	1	12,5	8
Défense nationale (civils)	2 333	11,9	19 547
Bureau du Conseil privé	2	11,8	17
Travaux publics	482	11,8	4 102
Emploi et Immigration	10	11,5	87
Cour fédérale	1	11,1	9
Musées nationaux du Canada	21	8,8	240
Agriculture	80	5,3	1 510
Revenu national (Douanes et Accise, Impôt)	12	4,9	247
Environnement	10	4,8	210
Archives publiques du Canada	1	2,6	38
Service canadien des pénitenciers	144	2,4	5 893
Commission canadienne des grains	8	2,3	348
Pêches et Océans	15	2,0	738
Affaires extérieures	2	1,0	201
Transports	35	0,6	5 474
Énergie, Mines et Ressources	1	0,4	274
Agence canadienne de développement international	0	0,0	6
Commission de la Fonction publique	0	0,0	27
Communications	0	0,0	78
Conseil du Trésor	0	0,0	3
Conseil de la radiodiffusion et des télécommunications	0	0,0	2
canadiennes	0	0,0	2
Consommation et Corporations	0	0,0	27
Expansion économique régionale	0	0,0	5
Finances	0	0,0	7
Industrie et Commerce	0	0,0	14
Office national de l'énergie	0	0,0	2
Sciences et Technologie	0	0,0	2
Secrétariat d'État du Canada	0	0,0	6
Solliciteur général	0	0,0	2
Statistique Canada	0	0,0	39
Travail	0	0,0	5

Source : Ministère des Approvisionnements et Services

Tableau 25

Catégorie Soutien administratif et femmes
Répartition, en nombre et pourcentage, des femmes de la catégorie Soutien administratif selon le ministère, 1979

Ministère	N.	%	Femmes	Effectif total de la catégorie
Gendarmerie royale du Canada (civils)	2 517	92,4	417	2 72
Justice	417	91,0	184	45
Conseil du Trésor	184	88,5	927	20
Secrétariat d'Etat du Canada	927	88,5	30	1 04
Bureau du Contrôleur général du Canada	30	88,2	36	3
Sciences et Technologie	36	87,8	99	4
Office national de l'énergie	99	87,6	688	11
Industrie et Commerce	688	87,3	639	78
Commission de la Fonction publique	639	86,9	349	73
Expansion économique régionale	349	86,6	127	40
Commission nationale des libérations conditionnelles	127	86,4	506	14
Communications	506	85,9	201	58
Finances	201	85,5	229	23
Travail	229	85,1	33	26
Agence d'examen de l'investissement étranger	33	84,6	1 748	3
Affaires indiennes et du Nord canadien	1 748	84,3	1 287	2 07
Agriculture	1 287	83,6	1 097	1 54
Service canadien des pénitenciers	1 097	83,2	335	1 31
Ministères dont l'effectif est inférieur à 100 employés	335	83,1	651	40
Consommation et Corporations	651	83,0	146	78
Musées nationaux du Canada	146	83,0	301	17
Agence canadienne de développement international	301	82,9	645	36
Pêches et Océans	645	82,3	112	78
Conseil de la radiodiffusion et des télécommunications canadiennes	112	81,8	9 371	13
Emploi et Immigration	9 371	81,4	2 887	11 50
Santé nationale et Bien-être social	2 887	81,4	103	3 54
Postes	2 077	81,1	67	12
Administration du rétablissement agricole des Prairies	67	80,7	2 077	2 56
Défense nationale (civils)	6 614	79,9	6 779	8 28
Revenu national (Douanes et Accise, Impôt)	6 779	79,4	177	8 53
Bibliothèque nationale du Canada	177	78,7	62	22
Solliciteur général	62	78,5	47	7
Département des Assurances	47	78,3	225	6
Commission canadienne des transports	225	78,1	120	28
Bureau du Conseil privé	120	77,9	864	15
Environnement	864	77,1	569	1 12
Energie, Mines et Ressources	569	76,9	160	74
Commission canadienne des pensions	160	76,6	978	20
Travaux publics	978	76,1	1 601	1 28
Statistique Canada	1 601	73,4	65	2 18
Bureau des services juridiques des pensions	65	73,0	2 566	8
Transports	2 566	72,9	876	3 09
Affaires des anciens combattants	876	72,5	3 444	1 20
Approvisionnement et Services	3 444	71,9	83	4 79
Office de l'établissement agricole des anciens combattants	83	70,3	53	1 18
Cour fédérale	53	68,8	997	7
Affaires extérieures	997	61,1	176	1 63
Archives publiques du Canada	176	56,4		31

Source : Ministère des Approvisionnements et Services

Tableau 24

Catégorie Techniciens et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie Techniciens selon le ministère, 1979

Ministère	N.	%	total de la catégorie
Bureau du Conseil privé	1	100,0	1
Agence d'examen de l'investissement étranger	4	100,0	4
Sciences et Technologie	4	100,0	4
Bibliothèque nationale du Canada	34	85,0	40
Secrétariat d'Etat du Canada	25	78,1	32
Affaires des anciens combattants	46	71,9	64
Solliciteur général	2	66,7	3
Justice	19	59,4	32
Ministères dont l'effectif est inférieur à 100 employés	10	55,6	18
Conseil du Trésor	6	50,0	12
Travail	15	48,4	31
Finances	15	42,9	35
Emploi et Immigration	29	42,6	68
Santé nationale et Bien-être social	280	39,8	703
Statistique Canada	248	37,7	657
Archives publiques du Canada	41	36,0	114
Gendarmerie royale du Canada (civils)	23	35,9	64
Expansion économique régionale	10	33,3	30
Commission de la Fonction publique	37	32,2	115
Office national de l'énergie	10	31,3	32
Industrie et Commerce	16	28,6	56
Service canadien des pénitenciers	71	27,3	260
Conseil de la radiodiffusion et des télécommunications canadiennes	5	26,3	19
Musées nationaux du Canada	67	26,0	258
Agence canadienne de développement international	3	21,4	14
Affaires indiennes et du Nord canadien	226	20,6	1 096
Commission canadienne des transports	13	19,1	68
Affaires extérieures	17	13,9	122
Agriculture	430	12,9	3 342
Approvisionnement et Services	12	11,5	104
Energie, Mines et Ressources	117	11,1	1 054
Commission canadienne des grains	40	10,8	370
Revenu national (Douanes et Accise, Impôt)	22	10,6	207
Pêches et Océans	141	7,6	1 851
Environnement	154	7,4	2 090
Consommation et Corporations	26	5,2	501
Communications	29	4,9	596
Défense nationale (civils)	96	3,6	2 697
Travaux publics	36	3,3	1 075
Postes	5	2,9	171
Transports	179	2,3	7 722
Bureau des services juridiques des pensions	0	0,0	1

Source : Ministère des Approvisionnements et Services

Tableau 23

Catégorie Administration et service extérieur et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie Administration et service extérieur^a selon le ministère, 1979

Ministère	Femmes	N.	%	total de la catégorie
Secrétariat d'Etat du Canada	930	50,2	40	1 85
Justice	40	46,5	12	8
Bibliothèque nationale du Canada	12	41,4	30	2
Commission nationale des libérations conditionnelles	30	41,1	74	7
Musées nationaux du Canada	74	40,4	70	18
Gendarmerie royale du Canada (civils)	70	38,9	290	18
Commission de la Fonction publique	290	38,3	14	75
Commission canadienne des pensions	14	35,9	98	3
Ministères dont l'effectif est inférieur à 100 employés	98	35,1	458	27
Santé nationale et Bien-être social	458	34,7	42	1 311
Finances	42	33,9	24	12
Solliciteur général	24	33,3	3 285	71
Emploi et Immigration	3 285	30,5	21	10 77
Bureau du Conseil privé	21	30,0	112	71
Communications	112	29,3	16	38
Sciences et Technologie	16	28,1	169	5
Consommation et Corporations	169	27,8	172	601
Statistique Canada	172	27,0	605	631
Affaires indiennes et du Nord canadien	605	26,6	92	2 271
Conseil du Trésor	92	26,1	44	351
Conseil de la radiodiffusion et des télécommunications canadiennes	44	25,9	15	171
Office national de l'énergie	15	25,0	69	61
Travail	69	24,5	113	282
Energie, Mines et Ressources	113	23,9	75	314
Agence canadienne de développement international	75	23,5	163	481
Environnement	163	23,2	639	702
Approvisionnements et Services	639	22,3	139	2 862
Affaires des anciens combattants	139	21,9	48	635
Commission canadienne des transports	48	21,8	2 405	220
Revenu national (Douanes et Accise, Impôt)	2 405	21,8	131	11 015
Agriculture	131	19,7	100	666
Pêches et Océans	100	19,7	21	508
Bureau du Contrôleur général du Canada	21	19,3	22	109
Archives publiques du Canada	22	18,2	382	121
Transports	382	18,2	187	2 098
Travaux publics	187	17,0	18	1 099
Département des Assurances	18	16,7	256	108
Défense nationale (civils)	256	16,5	265	1 553
Service canadien des pénitenciers	265	16,3	7	1 625
Cour fédérale	7	15,6	83	45
Expansion économique régionale	83	15,6	4	531
Commission canadienne des grains	4	14,8	6	27
Agence d'examen de l'investissement étranger	6	14,6	187	41
Industrie et Commerce	187	13,4	126	1 399
Affaires extérieures	126	12,6	3	997
Bureau des services juridiques des pensions	3	11,5	200	26
Postes	200	8,5	6	2 356
Office de l'établissement agricole des anciens combattants	6	7,1		85

Source : Ministère des Approvisionnements et Services
Les données des groupes et niveaux de cette catégorie sont égales à la direction sont également comprises dans le tableau 2.1

^a Les termes des groupes et niveaux de cette catégorie assimilés à la Haute direction sont également comptés dans le tableau 21.

Source : Ministère des Approvisionnements et Services

Tableau 22

Catégorie Scientifiques et spécialistes et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie Scientifiques et spécialistes* selon le ministère, 1979

Ministère	Effectif total de la catégorie	Femmes	
		N.	%
Cour fédérale	1	1	100,0
Affaires des anciens combattants	688	576	83,7
Bibliothèque nationale du Canada	177	115	65,0
Gendarmerie royale du Canada (civils)	7	4	57,1
Santé nationale et Bien-être social	2 088	1 152	55,2
Commission de la Fonction publique	923	492	53,3
Affaires indiennes et du Nord canadien	2 339	968	41,4
Affaires extérieures	29	10	34,5
Commission nationale des libérations conditionnelles	3	1	33,3
Secrétariat d'État du Canada	35	11	31,4
Service canadien des pénitenciers	524	158	30,2
Solliciteur général	30	9	30,0
Musées nationaux du Canada	98	29	29,6
Archives publiques du Canada	112	30	26,8
Bureau du Conseil privé	4	1	25,0
Sciences et Technologie	13	3	23,1
Statistique Canada	683	140	20,5
Justice	501	100	20,0
Industrie et Commerce	66	13	19,7
Conseil du Trésor	47	9	19,1
Ministères dont l'effectif est inférieur à 100 employés	44	8	18,2
Défense nationale (civils)	1 594	263	16,5
Emploi et Immigration	208	32	15,4
Finances	223	30	13,5
Commission canadienne des pensions	39	5	12,8
Commission canadienne des grains	24	3	12,5
Agence d'examen de l'investissement étranger	8	1	12,5
Conseil de la radiodiffusion et des télécommunications canadiennes	32	4	12,5
Postes	96	10	10,4
Expansion économique régionale	66	6	9,1
Agence canadienne de développement international	60	5	8,3
Consommation et Corporations	253	20	7,9
Pêches et Océans	899	68	7,6
Commission canadienne des transports	163	12	7,4
Agriculture	2 103	149	7,1
Approvisionnement et Services	306	20	6,5
Office national de l'énergie	139	9	6,5
Travail	46	3	6,5
Energie, Mines et Ressources	1 082	69	6,4
Bureau des services juridiques des pensions	32	2	6,3
Département des Assurances	18	1	5,6
Environnement	1 879	98	5,2
Revenu national (Douanes et Accise, Impôt)	2 676	114	4,3
Transports	753	31	4,1
Communications	311	12	3,9
Travaux publics	542	17	3,1
Administration du rétablissement agricole des Prairies	72	1	1,4
Bureau du Contrôleur général du Canada	2	0	0,0

* Les femmes des groupes et niveaux de cette catégorie assimilés à la Haute direction sont également comptés dans le tableau 21.

Source : Ministère des Approvisionnements et Services

Tableau 21

Groupes et niveaux assimilés à la catégorie Haute direction et femmes

Répartition, en nombre et pourcentage, des femmes occupant des postes dans des groupes et à des niveaux assimilés à la catégorie Haute direction selon le ministère, 1979

Ministère	Femmes	Effectif total des assimilés
Ministère	N.	%
Affaires des anciens combattants	1	25,0
Musées nationaux du Canada	1	16,7
Statistique Canada	1	5,3
Justice	2	4,9
Santé nationale et Bien-être social	2	3,6
Agriculture	1	2,4
Affaires extérieures	0	0,0
Affaires indiennes et du Nord canadien	0	0,0
Agence canadienne de développement international	0	0,0
Archives publiques du Canada	0	0,0
Commission canadienne des transports	0	0,0
Commission de la Fonction publique	0	0,0
Commission des relations de travail dans la Fonction publique	0	0,0
Commission nationale des libérations conditionnelles	0	0,0
Communications	0	0,0
Conseil de la radiodiffusion et des télécommunications canadiennes	0	0,0
Consommation et Corporations	0	0,0
Défense nationale (civils)	0	0,0
Emploi et Immigration	0	0,0
Energie, Mines et Ressources	0	0,0
Environnement	0	0,0
47	0	0,0
Expansion économique régionale	0	0,0
Finances	0	0,0
Industrie et Commerce	0	0,0
25	0	0,0
Ministères dont l'effectif est inférieur à 100 employés	0	0,0
Office national de l'énergie	0	0,0
Pêches et Océans	0	0,0
7	0	0,0
Revenu national (Douanes et Accise, Impôt)	0	0,0
6	0	0,0
Sciences et Technologie	0	0,0
Service canadien des pénitenciers	0	0,0
1	0	0,0
Solliciteur général	0	0,0
1	0	0,0
Transports	0	0,0
3	0	0,0
Travaux publics	0	0,0
11	0	0,0

Source : Commission de la Fonction publique : Procédé d'évaluation et de recrutement de la main-d'œuvre par le traitement de l'information (Fermat)

Tableau 20

Catégorie Haute direction et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie Haute direction* selon le ministère, 1979

Ministère	Femmes	N.	%	Effectif total de la catégorie
Conseil de la radiodiffusion et des télécommunications canadiennes	1	20,0		5
Commission des relations de travail dans la Fonction publique	1	14,3		7
Affaires indiennes et du Nord canadien	6	12,8		47
Conseil du Trésor	10	11,2		89
Affaires extérieures	1	8,3		12
Ministères dont l'effectif est inférieur à 100 employés	5	8,1		62
Bureau du Conseil privé	2	7,1		28
Consommation et Corporations	2	6,9		29
Santé nationale et Bien-être social	4	6,8		59
Pêches et Océans	2	5,6		36
Finances	2	5,1		39
Expansion économique régionale	2	5,0		40
Service canadien des pénitenciers	1	5,0		20
Commission de la Fonction publique	1	4,0		25
Emploi et Immigration	3	3,8		78
Statistique Canada	1	3,7		27
Secrétariat d'Etat du Canada	1	3,4		29
Communications	1	3,2		31
Agence canadienne de développement international	1	3,0		33
Transports	2	2,2		90
Approvisionnement et Services	1	1,4		72
Affaires des anciens combattants	0	0,0		11
Agence d'examen de l'investissement étranger	0	0,0		7
Agriculture	0	0,0		38
Archives publiques du Canada	0	0,0		2
Commission canadienne des transports	0	0,0		12
Commission nationale des libérations conditionnelles	0	0,0		1
Défense nationale (civils)	0	0,0		23
Département des Assurances	0	0,0		2
Energie, Mines et Ressources	0	0,0		39
Environnement	0	0,0		64
Industrie et Commerce	0	0,0		77
Justice	0	0,0		7
Musées nationaux du Canada	0	0,0		4
Office national de l'énergie	0	0,0		9
Postes	0	0,0		34
Revenu national (Douanes et Accise, Impôt)	0	0,0		61
Sciences et Technologie	0	0,0		20
Solliciteur général	0	0,0		11
Travail	0	0,0		16
Travaux publics	0	0,0		43

*Plusieurs membres de la Haute direction sont détachés auprès d'autres ministères; cependant, les données tiennent compte de leur ministère d'origine.

Sources : Commission de la Fonction publique : Système de traitement des données sur la Haute

direction

Tableau 18

Catégorie Haute direction, SX intermédiaires, assimilés et sexe

Répartition, en nombre et pourcentage, des membres de la Haute direction selon le sexe, 1978 et 1979
et, des SX intermédiaires et des assimilés selon le niveau et le sexe

Haute direction, SX intermédiaires et assimilés												
Hommes		Femmes		Total		Hommes		Femmes		Total		
1978						1979						
SX 1	630	96,5	23	3,5	653	100,0	637	95,2	32	4,8	669	100,0
SX 2	471	97,5	12	2,5	483	100,0	470	97,5	12	2,5	482	100,0
SX 3	168	97,1	5	2,9	173	100,0	170	96,6	6	3,4	176	100,0
SX 4	12	100,0	0	0,0	12	100,0	12	100,0	0	0,0	12	100,0
Total	1 281	97,0	40	3,0	1 321	100,0	1 289	96,3	50	3,7	1 339	100,0
SX intermédiaires	35	100,0	0	0,0	35	100,0	22	91,7	2	8,3	24	100,0
Total	1 316	97,1	40	2,9	1 356	100,0	1 311	96,2	52	3,8	1 363	100,0
Assimilés	418	98,6	6	1,4	424	100,0	419	98,1	8	1,9	427	100,0
Grand total	1 734	97,4	46	2,6	1 780	100,0	1 730	96,6	60	3,4	1 790	100,0

Source : Commission de la Fonction publique ;
direction pour les SX et Procédé d'évaluation et de
recrutement de la main-d'œuvre par le traitement de
l'information (Permitt) pour les assimilés

Source : Commission de la Fonction publique :
Système de traitement des données sur la haute direction pour les SX et Procédé d'évaluation et de réajustement de la main-d'œuvre par les assimilés
(l'information (Fremat) pour les assimilés)

Tableau 19

Catégorie Haute direction, SX intermédiaires, assimilés et groupe linguistique

Répartition, en nombre et pourcentage, des membres de la Haute direction selon le niveau et le groupe linguistique et, des SX intermédiaires et des assimilés selon le groupe linguistique, 1978 et 1979

1978												
Haute direction, SX intermédiaires et assimilés				1979								
Anglophones ^a		Francophones ^a		Total		Anglophones ^a		Francophones ^a		Total		
SX 1		SX 1		SX 1		SX 1		SX 1		SX 1		
511	78,3	142	21,7	653	100,0	515	77,0	154	23,0	669	100,0	
SX 2		SX 2		SX 2		SX 2		SX 2		SX 2		
394	81,6	89	18,4	483	100,0	392	81,3	90	18,7	482	100,0	
SX 3		SX 3		SX 3		SX 3		SX 3		SX 3		
130	75,1	43	24,9	173	100,0	136	77,3	40	22,7	176	100,0	
SX 4		SX 4		SX 4		SX 4		SX 4		SX 4		
10	83,3	2	16,7	12	100,0	11	91,7	1	8,3	12	100,0	
Total	1 045	79,1	276	20,9	1 321	100,0	1 054	78,7	285	21,3	1 339	100,0
SX intermédiaires		SX intermédiaires		SX intermédiaires		SX intermédiaires		SX intermédiaires		SX intermédiaires		
30	85,7	5	14,3	35	100,0	20	83,3	4	16,7	24	100,0	
Total	1 075	79,3	281	20,7	1 356	100,0	1 074	78,8	289	21,2	1 363	100,0
Assimilés		Assimilés		Assimilés		Assimilés		Assimilés		Assimilés		
385	90,8	39	9,2	424	100,0	378	88,5	46	10,8	427	100,0	
Grand Total	1 460	82,0	320	18,0	1 780	100,0	1 452	81,1	335	18,7	1 790	100,0

l'ensemble langue officielle de l'employé.

^aPremière langue officielle de l'employé.
Dans 3 cas, la première langue officielle de l'employé n'est pas précisée.

Source : Commission de la Fonction publique : Système de traitement des données sur la haute direction pour les SX et Procédé d'évaluation et de réajustement de la main-d'œuvre par les assimilés
(l'information (Fremat) pour les assimilés)

Catégorie	Groupe	N.	%	N.	%	Total ^b	Anglo-phones et Franco-phones	Total ^a
Professionnelle	Anglophones ^a	N.	%	N.	%	Total ^b	Anglo-phones et Franco-phones	Total ^a
Professionnel	Anglophones ^a	N.	%	N.	%	Total ^b	Anglo-phones et Franco-phones	Total ^a
Pilote	Anglophones ^a	N.	%	N.	%	Total ^b	Anglo-phones et Franco-phones	Total ^a
Chaufage, force motrice et opération	Anglophones ^a	N.	%	N.	%	Total ^b	Anglo-phones et Franco-phones	Total ^a
de machines fixes (HP)	Anglophones ^a	N.	%	N.	%	Total ^b	Anglo-phones et Franco-phones	Total ^a
Equipage de navires (SC)	Anglophones ^a	N.	%	N.	%	Total ^b	Anglo-phones et Franco-phones	Total ^a
Gardiens de phare (LI)	Anglophones ^a	N.	%	N.	%	Total ^b	Anglo-phones et Franco-phones	Total ^a
Manœuvres et hommes de métier (GL)	Anglophones ^a	N.	%	N.	%	Total ^b	Anglo-phones et Franco-phones	Total ^a
Opérations postales (PO)	Anglophones ^a	N.	%	N.	%	Total ^b	Anglo-phones et Franco-phones	Total ^a
sous-groupe B (RV) ^d	Anglophones ^a	N.	%	N.	%	Total ^b	Anglo-phones et Franco-phones	Total ^a
Pompier (FR)	Anglophones ^a	N.	%	N.	%	Total ^b	Anglo-phones et Franco-phones	Total ^a
Réparation de navires (SR)	Anglophones ^a	N.	%	N.	%	Total ^b	Anglo-phones et Franco-phones	Total ^a
Services correctionnels (CX)	Anglophones ^a	N.	%	N.	%	Total ^b	Anglo-phones et Franco-phones	Total ^a
Services d'imprimerie (PR)	Anglophones ^a	N.	%	N.	%	Total ^b	Anglo-phones et Franco-phones	Total ^a
Services divers (GS)	Anglophones ^a	N.	%	N.	%	Total ^b	Anglo-phones et Franco-phones	Total ^a
Services hospitaliers (HS)	Anglophones ^a	N.	%	N.	%	Total ^b	Anglo-phones et Franco-phones	Total ^a

Chaufage, force motrice et opération	2 043	78,3	566	21,7	2 609	2 774	1 933	77,6	559	22,4	2 492	2 615
de machines fixes (HP)	1 464	81,5	332	18,5	1 796	2 245	1 684	85,4	287	14,6	1 971	2 181
Equipage de navires (SC)	403	89,8	46	10,2	449	487	377	89,8	43	10,2	420	446
Gardiens de phare (LI)	12 604	76,9	3 793	23,1	16 397	18 848	12 322	76,1	3 867	23,9	16 189	18 031
Opérations postales (PO)	30 719	70,9	12 608	29,1	43 327	46 890	31 664	71,2	12 813	28,8	44 477	46 951
sous-groupe B (RV) ^d	1 860	68,4	860	31,6	2 720	5 927	3 260	70,9	1 335	29,1	4 595	4 933
Pompier (FR)	1 179	86,6	182	13,4	1 361	1 470	1 205	86,3	192	13,7	1 397	1 452
Réparation de navires (SR)	2 329	98,1	44	1,9	2 373	2 719	2 277	98,3	39	1,7	2 316	2 679
Services correctionnels (CX)	2 968	66,2	1 513	33,8	4 481	4 556	2 808	64,6	1 540	35,4	4 348	4 368
Services d'imprimerie (PR)	471	40,9	681	59,1	1 152	1 194	483	39,3	747	60,7	1 230	1 237
Services divers (GS)	8 621	75,2	2 845	24,8	11 466	12 463	8 527	75,0	2 848	25,0	11 375	12 121
Services hospitaliers (HS)	1 600	66,0	823	34,0	2 423	2 739	1 312	63,3	760	36,7	2 072	2 607
Total	66 261	73,2	24 293	26,8	90 554	102 312	67 852	73,1	25 030	26,9	92 882	99 621
Grand total ^e	182 891	73,8	64 924	26,2	247 815	275 787	183 913	73,5	66 350	26,5	250 263	266 865

mtrière langue officielle de l'employé.
 ns 27 972 cas en 1978 et 16 602 en 1979, la
 mtrière langue officielle de l'employé n'est pas
 ciée.
 it exclus du grand total, 75 SX en 1978 et 90 en
 79. Voir la Note technique.
 le à une analyse de l'effectif de ce groupe, les
 mées du sous-groupe B sont de 4 888 en 1978,
 mprend 221 employés en 1978 et 217 en 1979 de la
 mission des relations de travail dans la Fonction
 ologique et d'autres employés dont le poste n'a pas
 core été classé dans l'une ou l'autre des catégories
 sionnelles.
 urce : Système de traitement des données sur la
 direction de la Commission Haute
 ction) et ministère des Approvisionnements et
 vices (autres catégories)

[illegible]

répartition, en nombre et pourcentage, des employés selon la catégorie professionnelle, le groupe professionnel et le groupe linguistique, 1978 et 1979

Catégorie, groupe professionnels et groupe linguistique

Groupe	Anglophones ^a				Francophones ^a				Total ^b
	N	%	N	%	N	%	N	%	
professionnel									
Haute direction (SX)	1 045	79,1	276	20,9	1 321	1 321	1 054	78,7	2 375
Actuaire (AC)	11	52,4	10	47,6	21	21	12	54,5	33
Agriculture (AG)	315	82,9	65	17,1	380	388	292	82,3	677
Architecte et urbanisme (AR)	282	81,7	63	18,3	345	377	261	85,6	646
Art dentaire (DE)	49	84,5	9	15,5	58	62	37	88,1	95
Bibliothéconomie (LS)	359	82,7	75	17,3	434	459	354	82,5	893
Chimie (CH)	375	89,7	43	10,3	418	427	349	89,0	766
Droit (LA)	383	76,3	119	23,7	502	559	396	75,0	955
Économie, sociologie et statistique (ES)	2 038	86,4	321	13,6	2 359	2 542	1 864	86,3	4 901
Enseignement (ED)	1 589	53,9	1 357	46,1	2 946	3 461	1 488	56,5	5 949
Enseignement universitaire (UT)	129	66,8	64	33,2	193	224	137	65,6	323
Ergothérapie et physiothérapie (OP)	39	88,6	5	11,4	44	54	38	95,0	82
Génie et arpentage (EN)	2 100	89,6	245	10,4	2 345	2 586	2 100	89,2	4 931
Mathématiques (MA)	112	87,5	16	12,5	128	131	102	87,9	233
Médecine (MD)	263	84,8	47	15,2	310	347	243	83,5	590
Médecine vétérinaire (VS)	434	76,8	131	23,2	565	585	417	74,1	1 002
Météorologie (MT)	501	89,8	57	10,2	558	596	501	87,3	1 107
Pharmacie (PH)	52	77,6	15	22,4	67	70	50	76,9	117
Psychologie (PS)	58	66,7	29	33,3	87	93	61	69,3	140
Recherche historique (HR)	186	70,7	77	29,3	263	282	180	71,4	442
Recherche scientifique (SE)	2 058	94,3	125	5,7	2 183	2 263	1 973	94,2	4 241
Réglementation scientifique (SG)	400	80,2	99	19,8	499	517	385	79,9	904
Sciences biologiques (BI)	743	90,8	75	9,2	818	879	777	89,3	1 646
Sciences domestiques (HE)	37	82,2	8	17,8	45	51	36	87,8	96
Sciences forestières (FO)	97	89,0	12	11,0	109	115	74	88,1	181
Sciences infirmières (NU)	1 153	86,9	174	13,1	1 327	1 704	1 081	87,2	3 005
Sciences physiques (PC)	559	94,6	32	5,4	591	626	574	94,4	1 195
Service scientifique de la défense (DS)	430	83,7	84	16,3	514	531	433	82,6	945
Service social (SW)	120	80,0	30	20,0	150	179	112	79,4	291
Vérification (AV)	2 280	76,4	706	23,6	2 986	3 025	2 195	75,5	6 011
Total	17 152	80,7	4 093	19,3	21 245	23 154	16 522	81,0	47 367
	3 886	19,0	2 048	22,03	2 907	2 925	2 907	2 925	2 925

Catégorie	Groupes professionnels	1978						1979					
		Hommes		Femmes		Total ^a	Hommes		Femmes		Total ^a		
Exploitation	Chauffage, force motrice et professionnelle	N.	%	N.	%	N.	%	N.	%	N.	%		
	Opération de machines fixes (HF)	2 767	99,7	7	0,3	2 774	100,0	2 608	99,7	7	0,3		
	Équipage de navires (SC)	2 219	98,8	26	1,2	2 245	100,0	2 158	98,9	23	1,1		
	Gardiens de phare (LI)	477	97,9	10	2,1	487	100,0	443	99,3	3	0,7		
	Manœuvres et hommes de métier (GL)	18 680	99,1	168	0,9	18 848	100,0	17 847	99,0	184	1,0		
	Opérations postales (FO)	37 541	80,1	9 349	19,9	46 890	100,0	37 067	78,9	9 884	21,1		
	Opérations postales, sous-groupe B (HV) ^c	2 082	35,1	3 843	64,8	5 927	100,0	1 504	30,5	3 429	69,5		
	Pompiers (FR)	1 466	99,7	4	0,3	1 470	100,0	1 448	99,7	4	0,3		
	Réparation de navires (SR)	2 717	99,9	2	0,1	2 719	100,0	2 675	99,9	4	0,1		
	Services correctionnels (CX)	4 480	98,3	76	1,7	4 556	100,0	4 287	98,1	81	1,9		
	Services d'imprimerie (PR)	788	66,0	406	34,0	1 194	100,0	814	65,8	423	34,2		
Services divers (GS)	9 410	75,5	3 053	24,5	12 463	100,0	8 951	73,8	3 170	26,2			
Services hospitaliers (HS)	1 244	45,4	1 495	54,6	2 739	100,0	1 145	43,9	1 462	56,1			
Grand total ^d		83 871	82,0	18 439	18,0	102 312	100,0	80 947	81,3	18 674	18,7		
		181 462	65,8	94 323	34,2	275 787	100,0	174 435	65,4	92 425	34,6		

Dans 2 cas en 1978 et 5 en 1979, les documents ne précisent pas le sexe de l'employé.
1979 : Voir la Note technique
S'agit à une analyse de l'effectif de ce groupe, les données du sous-groupe B sont de 4 888 en 1978 et 221 employés en 1979. Voir la Note technique
Comprend des relations de travail dans la Fonction publique et d'autres employés dont le poste n'a pas encore été classé dans l'une ou l'autre des catégories professionnelles.
Source : Système de traitement des données sur la direction) et ministère des Approvisionnements et Services (autres catégories).

1978	Hommes		Femmes		Total ^a	
	N.	%	N.	%	N.	%

Groupe professionnel	Administration des programmes (PM)	19 283	76,9	5 788	23,1	25 071	100,0	18 095	75,6	5 841	24,4	23 936	100,0
		1 537	94,8	85	5,2	1 622	100,0	1 575	94,2	97	5,8	1 672	100,0
Gestion de la poste (PL)	Commerce (CO)	510	99,0	5	1,0	515	100,0	495	99,2	4	0,8	499	100,0
		1 928	83,5	380	16,5	2 308	100,0	1 970	81,5	448	18,5	2 418	100,0
Gestion des systèmes informatiques (CS)	Gestion du personnel (PE)	1 855	83,9	355	16,1	2 210	100,0	1 817	82,9	376	17,1	2 193	100,0
		2 078	69,0	932	31,0	3 010	100,0	1 998	68,3	926	31,7	2 924	100,0
Organisation et méthodes (OM)	Programmes de bien-être social (WP)	718	89,3	86	10,7	804	100,0	698	87,3	102	12,8	800	100,0
		1 400	79,2	367	20,8	1 767	100,0	1 341	78,4	369	21,6	1 710	100,0
Service extérieur (FS)	Services administratifs (AS)	1 181	92,8	91	7,2	1 272	100,0	1 138	92,4	92	7,5	1 232	100,0
		6 201	70,4	2 605	29,6	8 806	100,0	6 123	69,5	2 683	30,5	8 806	100,0
Services d'information (IS)	Stagiaires en administration (AT)	648	63,7	369	36,3	1 017	100,0	612	62,8	362	37,2	974	100,0
		111	56,1	87	43,9	198	100,0	103	59,9	69	40,1	172	100,0
Traduction (TR)	Total	647	48,7	682	51,3	1 329	100,0	624	49,8	628	50,2	1 252	100,0
		39 565	76,6	12 099	23,4	51 664	100,0	38 017	75,6	12 268	24,4	50 287	100,0
Contrôle de la circulation aérienne (AI)	Dessin et illustration (DD)	2 209	98,2	40	1,8	2 249	100,0	2 155	98,2	40	1,8	2 195	100,0
		1 692	88,8	213	11,2	1 905	100,0	1 590	89,3	191	10,7	1 781	100,0
Électronique (EL)	Inspection des produits primaires (PI)	3 137	99,5	17	0,5	3 154	100,0	3 048	99,4	18	0,6	3 066	100,0
		2 666	96,6	95	3,4	2 761	100,0	2 601	95,9	110	4,1	2 711	100,0
Inspection technique (TI)	Navigation aérienne (AO)	1 276	99,1	12	0,9	1 288	100,0	1 249	99,0	13	1,0	1 262	100,0
		433	99,5	2	0,5	435	100,0	439	98,9	5	1,1	444	100,0
Officiers de navire (SO)	Photographie (PY)	1 390	97,7	33	2,3	1 423	100,0	1 365	97,8	30	2,2	1 395	100,0
		171	90,5	18	9,5	189	100,0	160	92,0	14	8,0	174	100,0
Radiotélégraphie (RO)	Soutien de l'enseignement (EU)	1 129	97,7	27	2,3	1 156	100,0	1 113	97,1	33	2,9	1 146	100,0
		25	19,5	103	80,5	128	100,0	24	22,6	82	77,4	106	100,0
Soutien des sciences sociales (SI)	Soutien technologique et scientifique (EG)	942	53,0	834	47,0	1 776	100,0	1 047	56,8	797	43,2	1 844	100,0
		6 841	86,6	1 063	13,4	7 904	100,0	6 415	86,3	1 017	13,7	7 432	100,0
Techniciens divers (GT)	Total	1 988	89,8	226	10,2	2 214	100,0	1 963	90,2	214	9,8	2 177	100,0
		23 899	89,9	2 683	10,1	26 582	100,0	23 169	90,0	2 564	10,0	25 733	100,0
Commis aux écritures et aux règlements (CR)	Communications (CM)	12 768	25,0	38 367	75,0	51 135	100,0	11 968	24,3	37 316	75,7	49 285	100,0
		527	60,9	338	39,1	865	100,0	492	58,9	343	41,1	835	100,0
Mécanographie (OE)	Secrétariat, sténographie, dactylographie (ST)	240	42,9	320	57,1	560	100,0	218	45,6	260	54,4	478	100,0
		197	1,3	14 901	98,7	15 098	100,0	220	1,6	13 965	98,4	14 187	100,0
Traitement des données (DA)	Total	871	29,5	2 079	70,5	2 950	100,0	864	29,4	2 071	70,6	2 935	100,0
		14 603	20,7	56 005	79,3	70 608	100,0	13 762	20,3	53 955	79,7	67 720	100,0

ministériel

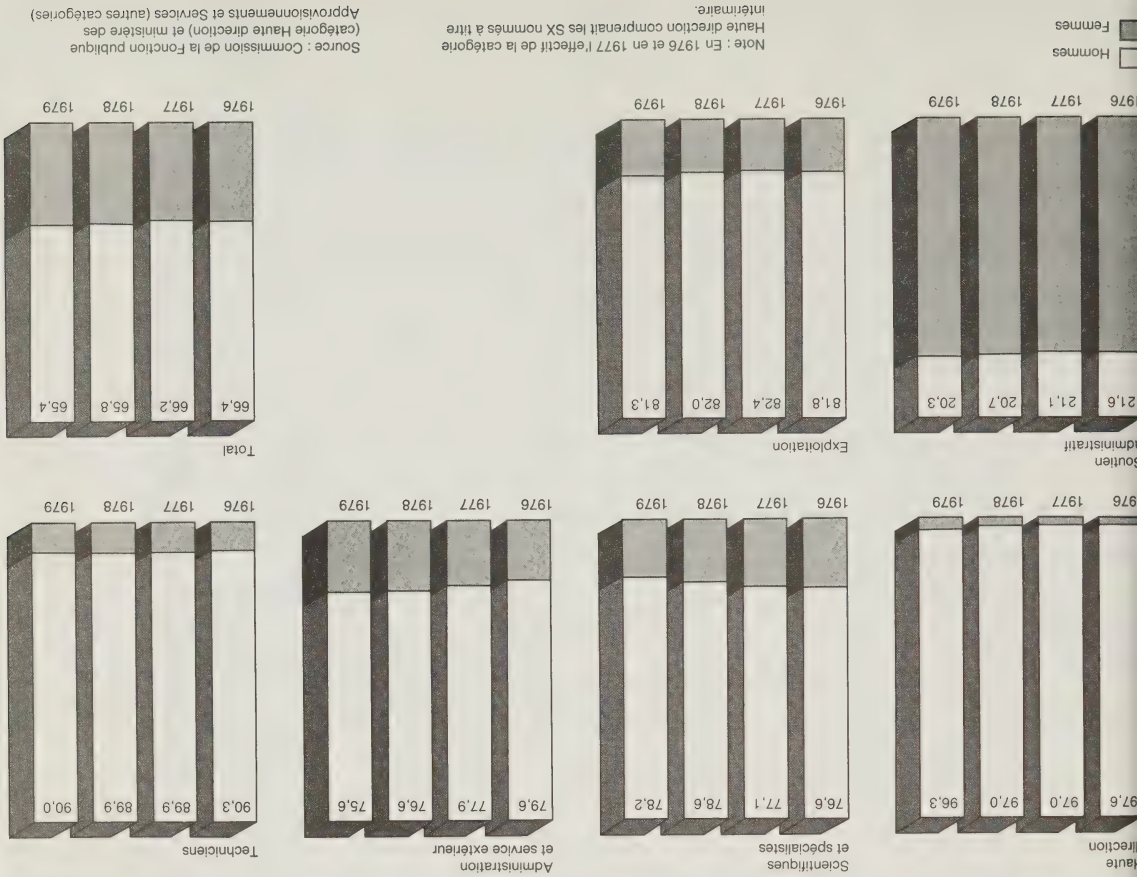
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service

Catégorie, groupe professionnels et sexe

Catégorie	Groupe	1978		1979		Total ^a
		Hommes	Femmes	Hommes	Femmes	
Haute direction ^b	Haute direction (SX)	1 281	97,0	40	3,0	1 321
	Actuarial (AC)	20	95,2	1	4,8	21
Scientifiques et spécialistes	Agriculture (AG)	362	93,3	26	6,7	388
	Architecture et urbanisme (AR)	357	94,7	20	5,3	377
	Art dentaire (DE)	61	98,4	1	1,6	62
	Bibliothéconomie (LS)	161	35,1	298	64,9	459
	Chimie (CH)	356	83,4	71	16,6	427
	Droit (LA)	466	83,4	93	16,6	559
	Economie, sociologie et statistique (ES)	2 190	86,2	352	13,8	2 542
	Enseignement (ED)	1 793	51,8	1 668	48,2	3 461
	Enseignement universitaire (UT)	216	96,4	8	3,6	224
	Ergothérapie et physiothérapie (OP)	4	7,4	50	92,6	54
	Génie et arpentage (EN)	2 553	98,7	33	1,3	2 586
	Mathématiques (MA)	101	77,1	30	22,9	131
	Médecine (MD)	313	90,2	34	9,8	347
	Médecine vétérinaire (VS)	564	96,4	21	3,6	585
	Météorologie (MT)	572	96,0	24	4,0	596
	Pharmacie (PH)	56	80,0	14	20,0	70
	Psychologie (PS)	76	81,7	17	18,3	93
	Recherche historique (HR)	212	75,2	70	24,8	282
	Recherche scientifique (SE)	2 205	97,4	58	2,6	2 263
	Réglementation scientifique (SG)	477	92,3	40	7,7	517
	Sciences biologiques (BI)	762	86,7	117	13,3	879
	Sciences domestiques (HE)	0	0,0	51	100,0	51
	Sciences forestières (FO)	115	100,0	0	0,0	115
	Sciences infirmières (NU)	90	5,3	1 614	94,7	1 704
	Sciences physiques (PC)	564	90,1	62	9,9	626
	Service scientifique de la défense (DS)	511	96,2	20	3,8	531
	Service social (SW)	139	77,7	40	22,3	179
	Vérification (AV)	2 907	96,1	118	3,9	3 025
Total		18 203	78,6	4 951	21,4	23 154
		100		100		100

Graphique 2 **Catégorie professionnelle et sexe** Effectifs selon la catégorie professionnelle et le sexe, de 1976 à 1979



Catégorie professionnelle	Modalité d'emploi	N.				%				Total															
		Anglophones ^a	Francophones ^a	N.	%	Anglophones ^a	Francophones ^a	N.	%																
Total	Plein temps	• Période indéterminée	71 087	77,3	20 845	22,7	91 932	98 896	70 869	77,0	21 206	23,0	92 075	96 239											
			• Saisonnier	249	29,6	20	7,4	269	297	1 428	92,6	21	7,4	285	3 349										
				• Période déterminée	1 627	74,5	556	25,5	2 183	3 086	1 428	74,3	494	25,7	1 922	2 349									
					Total	72 963	77,3	21 421	22,7	94 384	102 279	72 561	77,0	21 721	23,0	94 282	98 894								
						Temps partiel	• Période indéterminée	227	81,4	52	18,6	279	311	234	79,1	62	20,9	296	345						
								• Saisonnier	5	100,0	0	0,0	5	5	14	100,0	0	0,0	14	15					
									• Période déterminée	17	60,7	11	39,3	28	51	21	60,0	14	40,0	35	53				
										Total	249	79,8	63	20,2	312	367	269	78,0	76	22,0	345	413			
											Soutien administratif	Plein temps	• Période indéterminée	40 401	69,9	17 406	30,1	57 807	62 998	39 708	69,1	17 744	30,9	57 452	60 413
														• Saisonnier	22	91,7	2	8,3	24	33	19	86,4	3	13,6	22
• Période déterminée	2 707	63,0													1 593	37,0	4 300	7 100	3 116	66,0	1 603	34,0	4 719	6 686	
	Total	43 130	69,4												19 001	30,6	62 131	70 131	42 843	68,9	19 350	31,1	62 193	67 124	
		Temps partiel	• Période indéterminée	184											81,1	43	18,9	227	340	227	76,9	68	23,1	295	394
				• Saisonnier	1										100,0	0	0,0	1	1	0	0,0	0	0,0	0	0
					• Période déterminée	31	62,0								19	38,0	50	136	90	76,3	28	23,7	118	202	
						Total	216	77,7							62	22,3	278	477	317	76,8	96	23,2	413	596	
							Exploitation	Plein temps	• Période indéterminée						57 650	72,8	21 588	27,2	79 238	87 816	57 956	72,6	21 872	27,4	79 828
										• Saisonnier					681	83,5	135	16,5	816	991	669	83,2	135	16,8	804
											• Période déterminée	2 499	77,8		715	22,2	3 214	5 257	2 462	76,8	743	23,2	3 205	5 149	
												Total	60 830	73,1	22 438	26,9	83 268	94 064	61 087	72,9	22 750	27,1	83 837	89 448	
Temps partiel													• Période indéterminée	5 398	74,5	1 843	25,5	7 241	8 181	6 703	74,9	2 241	25,1	8 944	10 030
	• Saisonnier													2	100,0	0	0,0	2	2	0	0,0	0	0,0	0	0
		• Période déterminée	31											72,1	12	27,9	43	65	62	61,4	39	38,6	101	143	
			Total	5 431										74,5	1 855	25,5	7 286	8 248	6 765	73,1	25 030	25,2	9 045	10 173	
				66 261	73,2									24 293	26,8	90 554	102 312	67 852	73,1	25 030	26,9	92 882	99 621		

d'emploi et le groupe linguistique, 1978 et 1979

Catégorie	Anglophones ^a	Franco-phones ^b	Total ^c	Anglophones ^a	Franco-phones ^b	Total ^c	Anglophones ^a	Franco-phones ^b	Total ^c
%	N.	%	N.	%	N.	%	N.	%	N.
Haute direction ^d									
Plein temps	1 043	79,1	276	20,9	1 319	1 319	1 050	78,7	285
• Période indéterminée									
• Saisonnier	0	0,0	0	0,0	0	0	0	0,0	0
• Période déterminée	2	100,0	0	0,0	2	2	4	100,0	0
Total	1 045	79,1	276	20,9	1 321	1 321	1 054	78,7	285
Temps partiel									
• Période indéterminée	0	0,0	0	0,0	0	0	0	0,0	0
• Saisonnier	0	0,0	0	0,0	0	0	0	0,0	0
• Période déterminée	0	0,0	0	0,0	0	0	0	0,0	0
Total	1 045	79,1	276	20,9	1 321	1 321	1 054	78,7	285
Scientifiques et spécialistes									
Plein temps	16 600	80,8	3 950	19,2	20 550	22 221	16 044	81,1	3 742
• Période indéterminée									
• Saisonnier	11	84,6	2	15,4	13	14	8	80,0	2
• Période déterminée	403	76,9	121	23,1	524	729	340	74,4	117
Total	17 014	80,7	4 073	19,3	21 087	22 964	16 392	80,9	3 861
Temps partiel									
• Période indéterminée	134	88,2	18	11,8	152	172	121	86,4	19
• Saisonnier	0	0,0	0	0,0	0	0	0	0,0	0
• Période déterminée	4	66,7	2	33,3	6	18	9	60,0	6
Total	138	87,3	20	12,7	158	190	130	83,9	25
Administration et service extérieur									
Plein temps	34 426	73,4	12 475	26,6	46 901	50 261	34 444	72,9	12 827
• Période indéterminée									
• Saisonnier	36	90,0	4	10,0	40	42	28	87,5	4
• Période déterminée	611	69,6	267	30,4	878	1 207	531	68,3	246
Total	35 073	73,3	12 746	26,7	47 819	51 510	35 003	72,8	13 077
Temps partiel									
• Période indéterminée	86	76,1	27	23,9	113	123	102	73,9	36
• Saisonnier	5	100,0	0	0,0	5	5	14	100,0	0
• Période déterminée	11	57,9	8	42,1	19	26	11	61,1	7
Total	102	74,5	35	25,5	137	154	127	74,7	43
Techniciens									
Plein temps	35 175	73,3	12 781	26,7	47 956	51 664	35 130	72,8	13 120
• Période indéterminée									
• Saisonnier	202	93,5	14	6,5	216	241	228	93,8	15
• Période déterminée	607	78,4	167	21,6	774	1 143	554	80,9	131
Total	20 003	82,0	4 405	18,0	24 408	26 559	20 248	81,6	4 564
Temps partiel									
• Période indéterminée	7	50,0	7	50,0	14	16	11	61,1	7
• Saisonnier	0	0,0	0	0,0	0	0	0	0,0	0
• Période déterminée	2	66,7	1	33,3	3	7	1	50,0	1
Total	9	52,9	8	47,1	17	23	12	60,0	8
Total	20 012	81,9	4 413	18,1	24 425	26 582	20 260	81,6	4 572
1979	25 733	18,4	24 832	18,4	25 733	25 733	25 733	18,4	25 733

Catégorie	1978		1979	
	Hommes	Femmes	Hommes	Femmes
Total	1978	1978	1979	1979

Catégorie	1978		1979	
	Hommes	Femmes	Hommes	Femmes
Total	1978	1978	1979	1979

Catégorie	1978		1979	
	Hommes	Femmes	Hommes	Femmes
Total	1978	1978	1979	1979

Catégorie	1978		1979	
	Hommes	Femmes	Hommes	Femmes
Total	1978	1978	1979	1979

Catégorie	1978		1979	
	Hommes	Femmes	Hommes	Femmes
Total	1978	1978	1979	1979

Catégorie	1978		1979	
	Hommes	Femmes	Hommes	Femmes
Total	1978	1978	1979	1979

Catégorie	1978		1979	
	Hommes	Femmes	Hommes	Femmes
Total	1978	1978	1979	1979

Catégorie	1978		1979	
	Hommes	Femmes	Hommes	Femmes
Total	1978	1978	1979	1979

Catégorie	1978		1979	
	Hommes	Femmes	Hommes	Femmes
Total	1978	1978	1979	1979

Catégorie	1978		1979	
	Hommes	Femmes	Hommes	Femmes
Total	1978	1978	1979	1979

Catégorie	1978		1979	
	Hommes	Femmes	Hommes	Femmes
Total	1978	1978	1979	1979

Catégorie	1978		1979	
	Hommes	Femmes	Hommes	Femmes
Total	1978	1978	1979	1979

Source : Système de traitement des données sur la haute direction de la Commission (catégorie Haute direction) et ministère des Approvisionnement et Services (autres catégories).

Professionnelles.

encore été classé dans l'une ou l'autre des catégories.

publique et d'autres employés dont le poste n'a pas

Commission des relations de travail dans la Fonction

Comprend 221 employés en 1978 et 217 en 1979 de la

1979. Voir la Note technique.

ont exclus du grand total, 75 SX en 1978 et 90 en

ave ne précisent pas le sexe de l'employé.

ans 2 cas en 1978 et 5 en 1979, les documents de

Tableau 14

Catégorie professionnelle, modalité d'emploi et sexe

Répartition, en nombre et pourcentage, des employés selon la catégorie professionnelle, la modalité d'emploi et le sexe, 1978 et 1979

Catégorie professionnelle	Modalité d'emploi	Haute direction ^a																								
		Plein temps			Temps partiel			Total			Total ^a															
Hommes	Femmes	Total ^a	%	Hommes	Femmes	Total	%	Hommes	Femmes	Total	%	Hommes	Femmes	Total ^a												
															1979											
Spécialistes et scientifiques	• Période indéterminée	1 279	97,0	40	3,0	1 319	100,0	1 285	96,3	50	3,7	1 335	100	0	0											
	• Saisonnier	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0	0	0											
	• Période déterminée	2	100,0	0	0,0	2	100,0	4	100,0	0	0,0	4	100	0	0											
	Total														1 281	97,0	40	3,0	1 321	100,0	1 289	96,3	50	3,7	1 339	100
	Temps partiel														0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0
	• Période indéterminée	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0											
	• Saisonnier	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0											
	• Période déterminée	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0											
	Total														0	0,0	0	0,0	0	0,0	0	0,0	0	0		
	• Période indéterminée	17 697	79,6	4 524	20,4	22 221	100,0	16 818	79,2	4 404	20,8	21 222	100	0	0											
• Saisonnier	11	78,6	3	21,4	14	100,0	10	90,9	1	9,1	11	100	0	0												
• Période déterminée	467	64,1	262	35,9	729	100,0	370	61,5	232	38,5	602	100	0	0												
Total														18 175	79,1	4 789	20,9	22 964	100,0	17 198	78,8	4 637	21,2	21 835	100	
Temps partiel														26	15,1	146	84,9	172	100,0	21	11,7	159	88,3	180	100	
• Période indéterminée	38 741	77,1	11 520	22,9	50 261	100,0	37 393	76,1	11 758	23,9	49 153	100	0	0												
• Saisonnier	37	88,1	5	11,9	42	100,0	28	84,8	5	15,2	33	100	0	0												
• Période déterminée	754	62,5	453	37,5	1 207	100,0	552	60,1	366	39,9	918	100	0	0												
Total														39 532	76,7	11 978	23,3	51 510	100,0	37 973	75,8	12 129	24,2	50 104	100	
Temps partiel														21	17,1	102	82,9	123	100,0	25	17,1	121	82,9	146	100	
• Période indéterminée	5	100,0	0	0,0	5	100,0	15	100,0	0	0,0	15	100	0	0												
• Saisonnier	7	26,9	19	73,1	26	100,0	4	18,2	18	81,8	22	100	0	0												
Total														33	21,4	121	78,6	154	100,0	44	24,0	139	76,0	183	100	
Total														39 565	76,6	12 099	23,4	51 664	100,0	38 017	75,6	12 268	24,4	50 287	100	
Plein temps														22 833	90,7	2 342	9,3	25 175	100,0	22 285	90,5	2 334	9,5	24 619	100	
• Période indéterminée	222	92,1	19	7,9	241	100,0	230	87,8	32	12,2	262	100	0	0												
• Saisonnier	839	73,4	304	26,6	1 143	100,0	650	78,8	175	21,2	825	100	0	0												
Total														23 894	90,0	2 665	10,0	26 559	100,0	23 165	90,1	2 541	9,9	25 706	100	
Temps partiel														3	18,8	13	81,3	16	100,0	3	15,8	16	84,2	19	100	
• Période indéterminée	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0	0													
• Saisonnier	2	28,6	5	71,4	7	100,0	1	12,5	7	87,5	8	100	0	0												
Total														5	21,7	18	78,3	23	100,0	4	14,8	23	85,2	27	100	
Total														23 899	89,9	2 683	10,1	26 582	100,0	23 169	90,0	2 564	10,0	25 733	100	

Graphique 1
Variation des effectifs
 Variation des effectifs de la Fonction
 publique selon la catégorie
 professionnelle, de 1976 à 1979

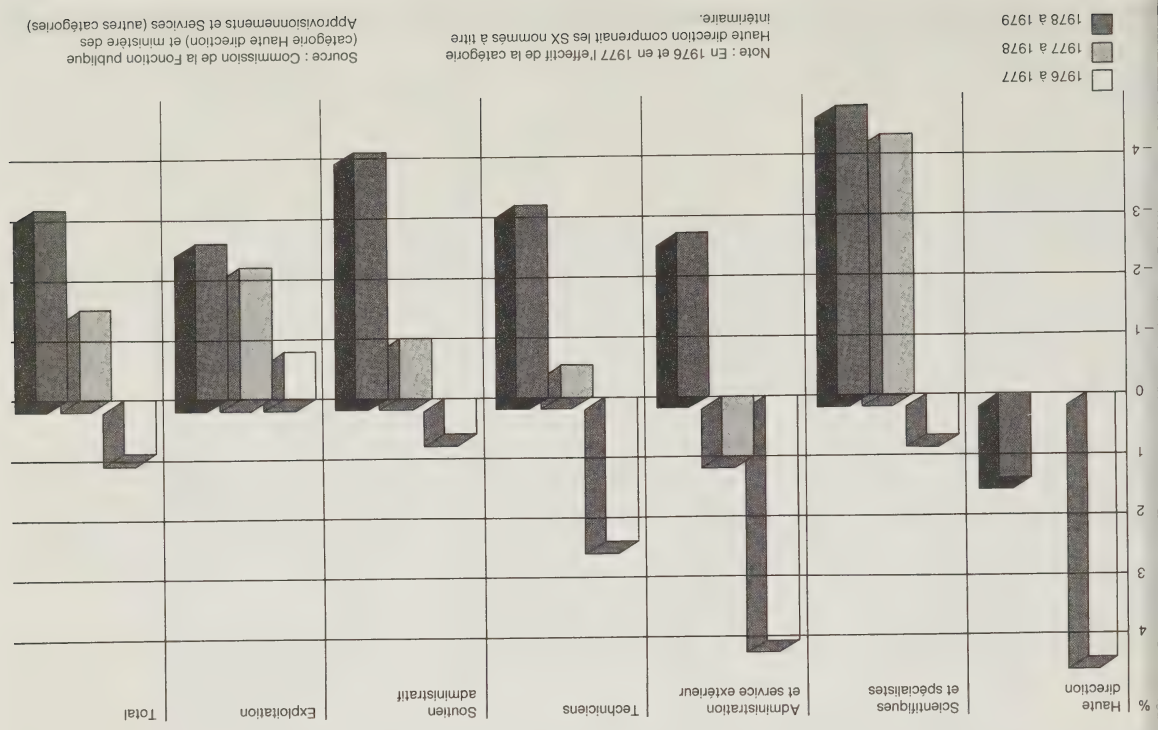


Tableau 12

Catégorie professionnelle et lieu de travail

Répartition, en nombre et pourcentage, des employés selon la catégorie professionnelle et le lieu de travail, 1978 et 1979

Catégorie professionnelle	N.	%	Autres lieux de travail		N.	%	Région de la capitale nationale		N.	%	Autres lieux de travail		Total
			1978	1979			1978	1979			1978	1979	
Haute direction ^a	1 104	83,6	217	16,4	1 321	100,0	1 099	82,1	240	17,9	1 339	100,0	
Scientifiques et spécialistes	9 297	40,2	13 857	59,8	23 154	100,0	8 644	39,2	13 394	60,8	22 038	100,0	
Administration et service extérieur	19 868	38,5	31 796	61,5	51 664	100,0	19 330	38,4	30 957	61,6	50 287	100,0	
Techniciens	6 867	25,8	19 715	74,2	26 582	100,0	6 287	24,4	19 446	75,6	25 733	100,0	
Total (catégories de cadres)	37 040	36,1	65 606	63,9	102 646	100,0	35 279	35,5	64 028	64,5	99 307	100,0	
Soutien administratif	28 081	39,8	42 527	60,2	70 608	100,0	26 464	39,1	41 256	60,9	67 720	100,0	
Exploitation	8 046	7,9	94 266	92,1	102 312	100,0	7 847	7,9	91 774	92,1	99 621	100,0	
Grand total^b	73 337	26,6	202 450	73,4	275 787	100,0	69 754	26,1	197 111	73,9	266 865	100,0	

^a Sont exclus du grand total, 75 SX en 1978 et 90 en 1979. Voir la Note technique.

^b Comprend 221 employés en 1978 et 217 en 1979 de la Commission des relations de travail dans la Fonction publique et d'autres employés dont le poste n'a pas encore été classé dans l'une ou l'autre des catégories professionnelles.

Source : Système de traitement des données sur la haute direction de la Commission (catégorie Haute direction) et ministère des Approvisionnement et Services (autres catégories)

Tableau 13

Catégorie professionnelle et Région de la capitale nationale

Répartition en nombre et pourcentage, des employés de la Région de la capitale nationale selon la catégorie professionnelle, 1976 à 1979

Catégorie professionnelle	N.	%	1976		N.	%	1977		N.	%	1978		1979
			1976	1977			1976	1977			1978	1979	
Haute direction ^a	1 092	86,1	1 130	85,3	1 104	83,6	1 099	82,1	240	17,9	1 339	100,0	
Scientifiques et spécialistes	9 669	40,3	9 728	40,2	9 297	40,2	8 644	39,1	240	17,9	1 339	100,0	
Administration et service extérieur	18 786	38,2	19 522	38,2	19 868	38,5	19 330	38,5	6 287	25,8	26 464	39,1	
Techniciens	6 765	25,9	6 946	26,0	6 867	25,8	6 287	24,4	26 464	39,1	26 464	39,1	
Soutien administratif	28 803	40,6	28 682	40,2	28 081	39,8	26 464	39,1	26 464	39,1	26 464	39,1	
Exploitation	7 984	7,6	7 772	7,4	8 046	7,9	7 847	7,6	7 847	7,6	7 847	7,6	
Total^b	73 437	26,5	74 212	26,5	73 337	26,6	69 754	26,1	69 754	26,1	69 754	26,1	

^a Comprend 195 SX en 1976, 110 en 1977, 96 en 1978 et 81 en 1979. Voir la Note technique. Seules les données de 1976 et 1977 tiennent compte des nominations intermédiaires.

^b Comprend 443 employés en 1976, 542 en 1977, 170 en 1978 et 164 en 1979 dont le poste n'a pas été classé dans l'une ou l'autre des catégories professionnelles.

Source : Système de traitement des données sur la haute direction de la Commission (catégorie Haute direction) et ministère des Approvisionnement et Services (autres catégories)

également annuel et le groupe linguistique, 1978 et 1979

[illegible]

« Première langue officielle de l'emploi.
« Sélection le taux de traitement annuel des emplois.
« Décembre 27 912 cas en 1978 et 16 602 en 1979, la première langue officielle de l'emploi n'est pas
« déclassée.
« 1 086 cas en 1978 et 247 en 1979, les docu-
« ments de paye sont incomplets.
« Comprend tous les emplois, période indéterminée.
« Source : Ministère des Approvisionnements et
« Services »

Tableau 10

Traitement annuel et sexe

Répartition, en nombre et pourcentage, des employés à plein temps, période indéterminée selon le traitement annuel et le sexe, 1978 et 1979

Traitements annuels																																									
Hommes			Femmes			Total ¹			Hommes			Femmes			Total ²																										
N.			%			N.			%			N.			%			N.			%																				
7 500 — 7 999			217			21,7			782			78,3			999			100,0			58			100,0																	
8 000 — 8 499			405			18,2			1 824			81,8			2 230			100,0			165			23,7			532			76,3			697			100,0					
8 500 — 8 999			325			15,7			1 740			84,3			2 065			100,0			112			18,8			484			81,2			596			100,0					
9 000 — 9 499			352			15,8			1 877			84,2			2 229			100,0			146			10,6			1 227			89,4			1 373			100,0					
9 500 — 9 999			2 417			43,8			3 095			56,2			5 512			100,0			306			10,7			2 566			89,3			2 873			100,0					
10 000 — 10 999			4 842			37,0			8 244			63,0			13 087			100,0			2 651			29,1			6 457			70,9			9 108			100,0					
11 000 — 11 999			6 226			47,5			6 888			52,5			13 114			100,0			3 027			37,1			5 143			62,9			8 170			100,0					
12 000 — 12 999			13 358			44,5			16 641			55,5			29 999			100,0			7 903			36,1			14 007			63,9			21 911			100,0					
13 000 — 13 999			17 013			63,2			9 913			36,8			26 926			100,0			6 032			42,0			8 319			58,0			14 351			100,0					
14 000 — 14 999			21 941			68,4			10 143			31,6			32 084			100,0			8 664			47,5			9 573			52,5			18 237			100,0					
15 000 — 15 999			13 229			74,3			4 585			25,7			17 814			100,0			31 344			76,0			9 885			24,0			41 229			100,0					
16 000 — 16 999			10 201			73,9			3 611			26,1			13 812			100,0			10 332			70,9			4 241			29,1			14 573			100,0					
17 000 — 17 999			16 393			82,2			3 552			17,8			19 945			100,0			5 955			72,1			2 301			27,9			8 256			100,0					
18 000 — 18 999			8 520			83,8			1 642			16,2			10 162			100,0			12 556			84,1			2 663			17,5			15 219			100,0					
19 000 — 19 999			8 955			83,1			1 826			16,9			10 781			100,0			8 662			82,5			1 635			15,9			10 297			100,0					
20 000 — 20 999			3 538			82,8			734			17,2			4 272			100,0			11 588			78,7			3 135			21,3			14 723			100,0					
21 000 — 21 999			5 889			86,9			891			13,1			6 780			100,0			8 442			83,9			1 621			16,1			10 063			100,0					
22 000 — 22 999			3 096			83,3			619			16,7			3 715			100,0			2 955			78,4			815			21,6			3 770			100,0					
23 000 — 23 999			2 630			86,5			412			13,5			3 042			100,0			4 560			86,8			696			13,2			5 256			100,0					
24 000 — 24 999			2 830			87,5			405			12,5			3 235			100,0			4 667			85,8			771			14,2			5 438			100,0					
25 000 — 25 999			3 278			89,9			368			10,1			3 646			100,0			2 740			85,8			454			14,2			3 194			100,0					
26 000 — 26 999			2 259			88,8			286			11,2			2 545			100,0			2 429			85,6			408			14,4			2 837			100,0					
27 000 — 27 999			2 542			92,4			209			7,6			2 751			100,0			2 377			88,2			317			11,8			2 694			100,0					
28 000 — 28 999			1 918			90,9			191			9,1			2 109			100,0			3 416			89,0			423			11,0			3 839			100,0					
29 000 — 29 999			2 508			94,6			143			5,4			2 651			100,0			1 776			92,6			142			7,4			1 918			100,0					
30 000 — 30 999			1 924			93,9			125			6,1			2 049			100,0			1 971			94,2			122			5,8			2 093			100,0					
31 000 — 31 999			2 139			97,2			61			2,8			2 200			100,0			2 230			94,9			121			5,1			2 351			100,0					
32 000 — 32 999			1 197			95,5			56			4,5			1 253			100,0			1 530			91,6			141			8,4			1 671			100,0					
33 000 — 33 999			976			95,5			46			4,5			1 022			100,0			2 187			95,6			101			4,4			2 288			100,0					
34 000 — 34 999			1 140			97,5			29			2,5			1 169			100,0			2 402			96,8			80			3,2			2 482			100,0					
35 000 — 35 999			747			97,5			19			2,5			766			100,0			1 054			96,0			44			4,0			1 098			100,0					
36 000 — 36 999			1 447			97,0			45			3,0			1 492			100,0			1 120			95,8			49			4,2			1 169			100,0					
37 000 — 37 999			573			98,6			8			1,4			581			100,0			833			94,2			51			5,8			884			100,0					
38 000 — 38 999			568			98,4			9			1,6			577			100,0			1 507			98,1			29			1,9			1 536			100,0					
39 000 — 39 999			683			96,1			28			3,9			711			100,0			493			97,8			11			2,2			504			100,0					
40 000 — 40 999			1 157			95,9			50			4,1			1 207			100,0			2 136			97,3			58			2,6			2 195			100,0					
45 000 — 49 999			236			98,7			3			1,3			239			100,0			808			95,6			36			4,3			845			100,0					
50 000 et plus			54			93,1			4			6,9			58			100,0			165			97,1			5			2,9			170			100,0					
Total ²			168 350			67,4			81 563			32,6			249 915			100,0			161 402			67,2			78 807			32,8			240 213			100,0					
Grand total			181 462			13 112			50,7			12 760			49,3			25 872			100,0			13 033			48,9			13 618			51,1			26 652			100,0		

¹ Dans 2 cas en 1978 et 5 en 1979, les documents de² Selon le taux de traitement annuel des employés au 31

décembre

* Dans 1 086 cas en 1978 et 247 en 1979, les docu-

ments de paye sont incomplets.

* Comprend tous les employés dont la modalité d'emploi

est autre que « plein temps, période indéterminée ».

Source : Ministère des Approvisionnements et

Services

Tableau 8

Âge et sexe

Répartition, en nombre et pourcentage, des employés selon le groupe d'âge et le sexe, 1978 et 1979

Groupe d'âge	Hommes		Femmes		Total		Hommes		Femmes		Total	
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
Moins de 20 ans	1 024	33,4	2 043	66,6	3 067	100,0	791	36,3	1 389	63,7	2 180	100,0
20—24	12 744	44,1	16 181	55,9	28 925	100,0	10 598	41,8	14 763	58,2	25 363	100,0
25—29	27 470	57,9	19 945	42,1	47 415	100,0	25 246	56,4	19 520	43,6	44 767	100,0
30—34	28 244	69,0	12 688	31,0	40 932	100,0	29 125	67,7	13 877	32,3	43 002	100,0
35—39	19 879	70,3	8 414	29,7	28 293	100,0	20 501	69,7	8 911	30,3	29 412	100,0
40—44	17 346	69,0	7 801	31,0	25 147	100,0	17 424	68,4	8 061	31,6	25 485	100,0
45—49	18 751	70,8	7 721	29,2	26 472	100,0	18 279	70,7	7 583	29,3	25 862	100,0
50—54	20 747	71,6	8 243	28,4	28 992	100,0	19 150	71,3	7 713	28,7	26 864	100,0
55—59	22 909	75,6	7 395	24,4	30 304	100,0	21 726	75,4	7 099	24,6	28 825	100,0
60—64	11 777	76,1	3 704	23,9	15 481	100,0	11 255	76,9	3 388	23,1	14 644	100,0
65 ans et plus	287	72,7	108	27,3	395	100,0	231	69,8	100	30,2	331	100,0
Total	181 462	65,8	94 323	34,2	275 787	100,0	174 435	65,4	92 425	34,6	266 865	100,0

Tableau 9

Âge et groupe linguistique

Répartition, en nombre et pourcentage, des employés selon le groupe d'âge et le groupe linguistique, 1978 et 1979

Groupe d'âge	Anglophones		Franco-phones		Total		Anglophones ^a		Franco-phones ^a et Franco-phones ^b		Total ^b	
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
Moins de 20 ans	1 314	60,4	863	39,6	2 177	100,0	1 003	64,7	548	35,3	1 551	2 180
20—24	15 628	65,8	8 123	34,2	23 751	100,0	14 416	65,3	7 671	34,7	22 087	25 363
25—29	28 868	69,2	12 867	30,8	41 735	100,0	28 351	68,7	12 918	31,3	41 269	44 767
30—34	25 933	70,1	11 046	29,9	36 979	100,0	28 440	70,3	11 992	29,7	40 432	43 002
35—39	18 501	72,0	7 186	28,0	25 687	100,0	19 892	71,4	7 956	28,6	27 847	29 412
40—44	17 451	75,9	5 550	24,1	23 001	100,0	18 135	75,0	6 033	25,0	24 168	25 485
45—49	18 523	76,3	5 740	23,7	24 263	100,0	18 820	76,3	5 849	23,7	24 669	25 862
50—54	21 406	79,5	5 508	20,5	26 914	100,0	20 338	76,3	5 495	21,3	25 833	26 864
55—59	23 121	81,5	5 259	18,5	28 380	100,0	22 704	81,4	5 204	18,6	27 908	28 825
60—64	11 665	81,7	2 608	18,3	14 273	100,0	11 509	81,7	2 578	18,3	14 087	14 644
65 ans et plus	284	87,7	40	12,3	324	100,0	254	85,8	42	14,2	296	331
Total	182 891	73,8	64 924	26,2	247 815	100,0	183 913	73,5	66 350	26,5	250 263	266 865

Remarque : la langue officielle de l'employé.

Dans 27 972 cas en 1978 et 16 602 en 1979, la première langue officielle de l'employé n'est pas précisée.

Dans 364 cas en 1978 et 130 en 1979, les documents de pension de retraite ne précisent pas la date de naissance de l'employé.

Source : Ministère des Approvisionnement et Services.

suite du tableau 7

1978				1979			
Anglo- phones et Franco- phones	Anglophones ^a		Total ^b	Anglo- phones et Franco- phones	Francophones ^a		Total ^b
	N.	%			N.	%	

Commission de lutte contre l'inflation	2	28,6	5	71,4	7	422	1	100,0	0	0,0	66 350	26,5	250 263	266 869
Conseil de révision des pensions	8	61,5	5	38,5	13	16	7	63,6	4	36,4	11	1	1	1
Commission sur les pratiques restrictives du commerce	7	58,3	5	41,7	12	12	7	58,3	5	41,7	12	1	1	1
Département d'Etat au Développement économique								0	0,0	1	100,0	1	1	1
Bureau du Directeur, la Loi anti-inflation	1	100,0	0	0,0	1	11	0	0,0	1	100,0	1	1	1	1
Commission nationale de l'inflation								0	0,0	0	0,0	0	0	0
Affaires urbaines	3	60,0	2	40,0	5	162	0	0,0	1	100,0	1	1	1	1
Total	182 819	73,8	64 924	26,2	247 815	275 787	183 913	73,5	66 350	26,5	250 263	266 869		

^a Première langue officielle de l'employé.^b Dans 27 972 cas en 1978 et 16 602 en 1979, la première langue officielle de l'employé n'est pas précisée.^c Antérieurement le ministère des Pêches et de l'Environnement.

Source : Ministère des Approvisionnements et Services

1978										1979										
Anglophones ^a	N.	%	Francophones ^a		N.	%	Anglophones ^a		Total ^b	Anglo-phones et Franco-phones	N.	%	Francophones ^a		N.	%	Anglophones ^a		Total ^b	Anglo-phones et Franco-phones
			N.	%			N.	%					N.	%			N.	%		
284	87,9	39	12,1		323	33,3	304	87,9	354		346		12,1		346		354		354	
244	85,3	42	14,7		286	31,8	219	84,6	289		259		15,4		259		289		289	
150	56,8	114	43,2		264	26,9	148	55,8	270		265		44,2		265		270		270	
255	94,4	15	5,6		270	27,5	207	94,1	240		220		5,9		220		240		240	
141	61,8	87	38,2		228	23,2	135	61,1	226		221		38,9		221		226		226	
132	71,4	53	28,6		185	21,7	126	73,7	198		171		26,3		171		198		198	
155	82,4	33	17,6		188	19,2	151	82,1	188		184		17,9		184		188		188	
71	46,1	83	53,9		154	17,0	70	47,6	163		147		52,4		147		163		163	
82	85,4	14	14,6		96	9,8	122	80,3	160		152		19,7		152		160		160	
65	100,0	0	0,0		65	17,0	58	100,0	155		58		0,0		58		155		155	
103	91,2	10	8,8		113	13,2	118	91,5	152		129		8,5		129		152		152	
103	73,0	38	27,0		141	14,4	99	72,8	136		136		27,2		136		136		136	
0	0,0	1	100,0		1	127	56	72,7	132		77		27,3		77		132		132	
99	21,7	36	78,3		46	91	18	19,8	99		95		22,1		95		99		99	
1	50,0	1	50,0		2	63	47	73,4	89		64		26,6		64		89		89	
29	43,3	38	56,7		67	73	34	45,3	82		75		54,7		75		82		82	
35	47,3	39	52,7		74	76	47	60,3	78		78		39,7		78		78		78	
35	43,2	46	56,8		81	82	29	39,2	77		74		60,8		74		77		77	
1	50,0	1	50,0		2	55	19	42,2	56		45		57,8		45		56		56	
9	25,7	26	74,3		35	40	10	22,2	52		45		77,8		45		52		52	
33	70,2	14	29,8		47	49	30	65,2	46		46		34,8		46		46		46	
2	100,0	0	0,0		2	37	0	0,0	39		0		0,0		0		39		39	
8	26,7	22	73,3		30	33	10	29,4	35		34		70,6		34		35		35	
16	48,5	17	51,5		33	33	18	56,3	33		32		43,8		32		33		33	
1	50,0	1	50,0		2	29	1	33,3	25		3		66,7		3		25		25	
8	32,0	17	68,0		25	27	6	27,3	24		22		72,7		22		24		24	
0	0,0	1	100,0		1	17	0	0,0	22		0		0,0		0		22		22	
11	52,4	10	47,6		21	22	11	68,8	19		16		31,3		16		19		19	
2	100,0	0	0,0		2	13	0	0,0	14		0		0,0		0		14		14	

Tableau 7

Ministère d'affectation et groupe linguistique
Répartition, en nombre et pourcentage, des employés selon le ministère d'affectation et le groupe linguistique, 1978 et 1979

	1978				1979			
	Anglophones ^a		Francophones ^a		Anglophones ^a		Francophones ^a	
	N.	%	N.	%	N.	%	N.	%
Ministère d'affectation	36 800	70,4	15 479	29,6	59 651	39,1	16 241	29,3
Postes	36 800	70,4	15 479	29,6	59 651	39,1	16 241	29,3
Défense nationale (civils)	25 653	81,9	5 654	18,1	34 429	25,3	5 885	18,8
Revenu national (Douanes et	16 797	74,7	5 676	25,3	23 547	16,2	5 756	26,1
Accises, Impôt)	13 138	67,7	6 258	32,3	19 396	13,9	6 658	32,2
Emploi et Immigration	13 078	80,6	3 147	19,4	16 225	10,8	3 706	20,5
Transports	13 078	80,6	3 147	19,4	16 225	10,8	3 706	20,5
Affaires indiennes et du Nord	6 908	83,6	1 351	16,4	8 259	5,3	1 350	16,5
Services	6 353	64,7	3 471	35,3	9 824	6,5	3 499	36,7
Service canadien des	6 603	68,6	3 023	31,4	9 626	6,4	3 051	32,0
pentecôtiers	7 581	81,7	1 697	18,3	9 278	6,3	1 696	19,4
Agriculture	6 510	80,8	1 547	19,2	8 057	5,4	1 498	19,7
Santé nationale et Bien-être	6 123	72,7	2 303	27,3	8 426	5,6	2 219	28,2
Travaux publics	9 191	87,3	1 333	12,7	10 524	7,1	956	16,0
Environnement ^c	2 586	66,2	1 322	33,8	3 908	2,6	1 212	37,4
combattants	2 934	84,1	556	15,9	3 490	2,4	540	15,8
Energie, Mines et Ressources	2 381	81,2	550	18,8	2 931	2,0	567	17,9
Gendarmerie royale du	2 934	84,1	556	15,9	3 490	2,4	567	17,9
Canada (civils)	2 381	81,2	550	18,8	2 931	2,0	567	17,9
Secrétariat d'Etat du Canada	956	31,0	2 131	69,0	3 087	3,8	2 031	69,2
Affaires extérieures	2 063	69,9	890	30,1	2 953	3,9	882	30,1
Commission de la Fonction	963	32,2	2 030	67,8	2 993	3,9	1 669	65,7
publique	1 791	81,2	414	18,8	2 205	2,9	421	18,4
Industrie et Commerce	1 641	69,4	725	30,6	2 366	3,1	671	30,9
Corporations	1 504	76,0	474	24,0	1 978	2,6	486	25,3
Communications	706	73,2	259	26,8	965	1,3	305	30,2
Justice	694	69,3	307	30,7	1 001	1,4	312	30,7
Musées nationaux du Canada	673	70,3	284	29,7	957	1,3	280	29,4
Agence canadienne de	470	51,1	449	48,9	919	1,3	471	50,3
développement international	863	96,2	34	3,8	897	1,2	35	4,4
Commission canadienne des	591	75,4	193	24,6	784	1,1	180	24,2
grains	448	64,8	243	35,2	691	1,0	225	34,6
Conseil du Trésor	435	65,2	232	34,8	667	1,0	248	35,8
Archives publiques du	399	66,8	198	33,2	597	1,0	204	32,5
Canada	510	77,3	150	22,7	660	1,0	143	23,0
Bibliothèque nationale du	318	70,2	135	29,8	453	1,0	142	30,7
Conseil de la radiodiffusion et	435	65,2	232	34,8	667	1,0	248	35,8
des télécommunications	318	70,2	135	29,8	453	1,0	142	30,7
canadiennes	190	50,1	189	49,9	379	1,0	180	50,8
canadiennes	190	50,1	189	49,9	379	1,0	180	50,8

Ministère d'affectation	1978		1979	
	Hommes	Femmes	Hommes	Femmes
Commission des relations de travail dans la fonction publique				
Canada	74	75,5	24	24,5
Bureau du Contrôleur général du			98	100,0
Administration du rétablissement			109	68,1
agricole des Prairies	94	55,3	76	44,7
Bureau des services juridiques des	62	47,0	70	53,0
Sciences et Technologie	72	50,0	72	50,0
Cour fédérale	68	53,5	59	46,5
Agence d'examen de			127	100,0
l'investissement étranger			70	53,0
Bureau du Commissaire aux			55	55,6
langues officielles			51	51,5
Commission canadienne des	48	52,7	48	48,5
droits de la personne	22	34,9	33	37,1
Bureau du Chef de cabinet du			35	42,7
Gouverneur général	36	49,3	37	50,7
Bureau des relations			73	100,0
fédérales-provinciales	34	44,7	39	50,0
Conseil canadien des relations du			32	41,6
travail	34	41,5	45	58,4
Cour suprême	31	56,4	26	46,4
Bureau du Directeur général des	19	47,5	27	51,9
élections			25	48,1
Commission d'appel de	24	49,0	26	56,5
l'immigration	24	64,9	23	59,0
Commission mixte internationale	24	69,9	16	41,0
Commission de réforme du droit	7	21,2	26	74,3
Commission de révision de l'impôt	10	30,3	23	69,7
Commission du tarif	14	48,3	12	48,0
Secrétariat des conférences			13	52,0
canadiennes	14	51,9	12	50,0
Bureau du Commissaire à la			12	50,0
magistrature fédérale	5	29,4	15	68,2
Commission des allocations aux			7	31,8
anciens combattants	11	50,0	12	63,2
Bureau de la Coordination			0	0,0
Situation de la femme	0	0,0	14	100,0
Commission de lutte contre			4	66,7
l'inflation	212	50,2	8	66,7
Conseil de révision des pensions	7	43,8	6	50,0
Commission sur les pratiques			4	33,3
Département d'Etat au	5	41,7	8	66,7
Developpement économique			0	0,0
Bureau du Directeur, la Loi	7	63,6	2	33,3
Commission nationale de			4	66,7
l'inflation	4	36,4	11	100,0
Affaires urbaines	85	52,5	2	100,0
Total	181 462	65,8	94 323	34,2
Dans 2 cas en 1978 et 5 en 1979, les documents de				
paye ne précisent pas le sexe de l'employé.				
Antérieurement le ministère des Pêches et de				
l'environnement.				
Source : Ministère des Approvisionnements et				
Services				

Ministère d'affectation et sexe												
Répartition, en nombre et pourcentage, des employés selon le ministère d'affectation et le sexe.												
1978 et 1979												
Tableau 6												
Ministère d'affectation												
Hommes				Femmes				Total ^a				
N.				N.				N.				
%				%				%				
Hommes				Femmes				Total ^a				
1978				1979				1979				
Total ^a				Total ^a				Total ^a				
N.				N.				N.				
%				%				%				
Postes	44 103	73,9	15 546	26,1	59 651	100,0	43 139	73,4	15 631	26,6	58 770	100,0
Revenu national (Douanes et	14 061	59,7	9 486	40,3	23 547	100,0	13 404	59,0	9 332	41,0	22 737	100,0
Accise, Impôt)	10 247	44,9	12 596	55,1	22 843	100,0	9 989	44,0	12 732	56,0	22 721	100,0
Emploi et Immigration	16 900	84,9	2 997	15,1	19 897	100,0	16 348	85,0	2 885	15,0	19 233	100,0
Transports	6 357	61,8	3 937	38,2	10 294	100,0	6 048	60,8	3 900	39,2	9 949	100,0
Affaires indiennes et du Nord	5 350	53,1	4 732	46,9	10 082	100,0	5 118	53,0	4 543	47,0	9 661	100,0
Service canadien des pénitenciers	8 167	82,3	1 761	17,7	9 928	100,0	7 905	82,0	1 735	18,0	9 640	100,0
Agriculture	7 487	76,6	2 288	23,4	9 775	100,0	7 118	77,4	2 077	22,6	9 195	100,0
Santé nationale et Bien-être social	3 698	39,6	5 646	60,4	9 344	100,0	3 415	38,7	5 413	61,3	8 828	100,0
Travaux publics	6 960	79,5	1 800	20,5	8 760	100,0	6 445	79,1	1 700	20,9	8 145	100,0
Environnement ^b	9 149	79,3	2 386	20,7	11 532	100,0	4 764	78,7	1 289	21,3	6 053	100,0
Pêches et Océans	2 281	49,0	2 370	51,0	4 651	100,0	2 060	48,8	2 162	51,2	4 222	100,0
Statistique Canada	2 056	47,7	2 256	52,3	4 312	100,0	1 952	46,3	2 265	53,7	4 217	100,0
Affaires des anciens combattants	2 770	76,6	846	23,4	3 616	100,0	2 670	76,3	831	23,7	3 501	100,0
Energie, Mines et Ressources	650	19,3	2 721	80,7	3 371	100,0	685	20,1	2 720	79,9	3 405	100,0
Gendarmerie royale du Canada	1 844	60,5	1 202	39,5	3 046	100,0	1 841	61,5	1 152	38,5	2 995	100,0
Affaires extérieures	1 170	36,7	2 017	63,3	3 187	100,0	1 105	36,9	1 893	63,1	2 998	100,0
Secrétariat d'Etat du Canada	1 409	44,2	1 777	55,8	3 186	100,0	1 156	43,8	1 482	56,2	2 638	100,0
Commission de la Fonction	1 475	63,4	850	36,6	2 325	100,0	1 496	62,3	904	37,7	2 400	100,0
Industrie et Commerce	1 436	59,9	961	40,1	2 397	100,0	1 333	60,6	868	39,4	2 201	100,0
Consommation et Corporations	1 401	66,9	693	33,1	2 094	100,0	1 325	66,8	660	33,2	1 985	100,0
Justice	489	47,2	547	52,8	1 036	100,0	512	47,0	577	53,0	1 089	100,0
Expansion économique régionale	642	56,8	489	43,2	1 131	100,0	620	57,9	450	42,1	1 070	100,0
Musées nationaux du Canada	614	63,5	353	36,5	967	100,0	622	64,9	337	35,1	969	100,0
Agence canadienne de développement international	542	55,9	427	44,1	969	100,0	528	55,6	422	44,4	950	100,0
Commission canadienne des pensions	812	84,0	155	16,0	967	100,0	740	82,4	158	17,6	898	100,0
Commission canadienne des transports	477	59,6	323	40,4	800	100,0	452	60,3	298	39,7	750	100,0
Conseil du Trésor	421	57,3	314	42,7	735	100,0	401	57,0	302	42,9	704	100,0
Archives publiques du Canada	417	61,0	267	39,0	684	100,0	429	61,4	270	38,6	699	100,0
Finances	354	54,1	300	45,9	654	100,0	368	55,9	290	44,1	658	100,0
Travail	352	52,5	318	47,5	670	100,0	331	51,2	316	48,8	647	100,0
Bibliothèque nationale du Canada	129	27,8	335	72,2	464	100,0	134	28,3	339	71,7	473	100,0
Conseil de la radiodiffusion et des télécommunications canadiennes	221	54,8	182	45,2	403	100,0	198	54,4	166	45,6	364	100,0
Office national de l'énergie	202	60,7	131	39,3	333	100,0	221	62,4	133	37,6	354	100,0
Commission canadienne des pensions	109	34,3	209	65,7	318	100,0	108	37,4	181	62,6	289	100,0
Bureau du Conseil privé	119	44,2	150	55,8	269	100,0	124	45,9	146	54,1	270	100,0
Office de l'établissement agricole des anciens combattants	162	58,9	113	41,1	275	100,0	134	55,8	106	44,2	240	100,0
Commission nationale des libérations conditionnelles	72	31,0	160	69,0	232	100,0	68	30,1	158	69,9	226	100,0
Solliciteur général	111	51,2	106	48,8	217	100,0	101	51,0	97	49,0	198	100,0
Département des Assurances	124	64,6	68	35,4	192	100,0	122	64,9	66	35,1	188	100,0

Tableau 5

Lieu de travail (agglomérations et localités) et groupe linguistique

Répartition, en nombre et pourcentage, des employés selon le lieu de travail et le groupe linguistique.

1978 et 1979

1978 1979

Lieu de travail	Anglophones ^a		Francophones ^a		Franco-phones et Anglo-phones		Total ^b	Anglophones ^a		Francophones ^a		Franco-phones et Anglo-phones		Total ^b
	N.	%	N.	%	N.	%		N.	%	N.	%	N.	%	
St. John's (T.-N.)	2 627	99,9	3	0,1	2 630	2 889	2 729	99,7	8	0,3	2 737	2 924	11 094	
Hallifax	9 858	98,0	199	2,0	10 057	11 179	10 010	97,9	212	2,1	10 222	11 094	11 094	
Saint-John (N.-B.)	1 273	95,5	60	4,5	1 333	1 452	1 294	99,1	66	4,9	1 360	1 405	1 405	
Chicoutimi-Jonquière	3	0,9	341	99,1	344	376	4	1,1	362	98,9	366	379	379	
Québec	311	4,9	6 032	95,1	6 343	7 435	331	4,9	6 424	95,1	6 755	7 380	7 380	
Montréal	1 780	7,2	22 923	92,8	24 703	26 434	1 597	6,5	22 876	93,5	24 473	25 582	25 582	
Région de la capitale nationale	45 962	67,4	22 200	32,6	68 162	73 337	44 869	67,1	22 046	32,9	66 915	69 754	69 754	
Oshawa	374	99,7	1	0,3	375	385	360	100,0	0	0,0	360	375	375	
Toronto	23 255	99,0	239	1,0	23 494	25 566	23 646	98,9	255	1,1	23 901	25 057	25 057	
Hamilton	2 841	99,1	26	0,9	2 867	3 084	2 914	99,2	23	0,8	2 937	3 001	3 001	
Niagara-St. Catharines	1 151	98,2	21	1,8	1 172	1 225	1 133	98,0	23	2,0	1 156	1 181	1 181	
Kitchener-Waterloo	1 305	99,1	12	0,9	1 317	1 408	1 322	98,7	17	1,3	1 339	1 387	1 387	
London	2 343	99,4	15	0,6	2 358	2 626	2 408	99,1	21	0,9	2 429	2 607	2 607	
Windsor	1 426	98,3	24	1,7	1 450	1 535	1 400	97,7	33	2,3	1 433	1 480	1 480	
Sudbury	551	78,3	153	21,7	704	742	538	76,3	167	23,7	705	736	736	
Thunder Bay	1 000	99,1	9	0,9	1 009	1 083	971	99,3	7	0,7	978	1 046	1 046	
Winnipeg	7 678	97,7	180	2,3	7 858	8 489	7 379	97,7	175	2,3	7 554	8 186	8 186	
Regina	2 049	99,5	10	0,5	2 059	2 296	1 996	99,4	12	0,6	2 008	2 229	2 229	
Saskatoon	1 658	99,3	12	0,7	1 670	1 821	1 711	99,0	17	1,0	1 728	1 835	1 835	
Edmonton	6 475	98,7	88	1,3	6 563	7 224	6 187	98,4	98	1,6	6 285	6 832	6 832	
Calgary	4 262	99,3	29	0,7	4 291	4 571	3 893	99,3	26	0,7	3 919	4 344	4 344	
Vancouver	11 304	99,1	107	0,9	11 411	12 762	11 336	99,2	97	0,8	11 433	12 168	12 168	
Victoria	4 787	99,3	34	0,7	4 821	5 451	4 926	99,3	37	0,7	4 963	5 312	5 312	
Total	134 273	71,8	52 718	28,2	186 991	203 370	132 954	71,5	53 002	28,5	185 956	196 294	196 294	
Localités	48 618	79,9	12 206	20,1	60 824	72 417	50 959	79,2	13 348	20,8	64 307	70 571	70 571	
Grand total	182 891	73,8	64 924	26,2	247 815	275 787	183 913	73,5	66 350	26,5	250 263	266 865	266 865	

^aPremière langue officielle de l'employé.
^bDans 27 972 cas en 1978 et 16 602 en 1979, la première langue officielle de l'employé n'est pas précisée.
Source : Ministère des Approvisionnements et Services

Tableau 4

Lieu de travail (agglomérations et localités) et sexe

Répartition, en nombre et pourcentage, des employés selon le lieu de travail et le sexe, 1978 et 1979

Lieu de travail	1978		1979	
	Hommes	Femmes	Hommes	Femmes
Total				
%				
N.				
St. John's (I.-N.)	2 247	642	2 264	660
Halifax	8 699	77,8	77,4	660
Saint-John (N.-B.)	1 064	73,3	77,7	2 470
Chicoutimi-Jonquière	301	80,1	78,6	389
Québec	5 590	75,2	74,8	1 863
Montréal	19 222	72,7	73,0	6 911
Région de la capitale nationale	42 369	57,8	57,8	29 402
Oshawa	258	67,0	66,9	124
Toronto	16 737	65,5	64,9	8 805
Hamilton	2 074	67,3	67,0	990
Niagara-St. Catharines	829	67,7	68,3	374
Kitchener-Waterloo	963	68,4	67,9	445
London	1 758	66,9	66,7	893
Windsor	1 027	66,9	64,9	519
Sudbury	427	57,5	57,7	311
Thunder Bay	782	72,2	74,2	300
Winnipeg	5 345	63,0	62,5	3 071
Regina	1 433	62,4	60,9	872
Saskatoon	1 144	62,8	61,2	712
Edmonton	4 038	55,9	55,4	3 047
Calgary	2 666	58,3	56,9	4 387
Vancouver	8 331	65,3	63,9	4 387
Victoria	4 174	76,6	77,0	1 224
Total	131 478	64,6	64,5	69 724
Localités	49 984	69,0	67,8	22 701
Grand total	181 462	65,8	65,4	92 425
Dans 2 cas en 1978 et 5 en 1979, les documents de				
paye ne précisent pas le sexe de l'employé.				
Source : Ministère des Approvisionnement et Services				

Lieu de travail (Canada et étranger) et groupe linguistique

Répartition, en nombre et pourcentage, des employés selon le lieu de travail et le groupe linguistique.

1978 et 1979

1978 1979

Anglo-phones	Anglophones ^a		Francophones ^a		Anglo-phones
	N.	%	N.	%	
4 997	99,7	13	0,3	5 010	5 852
1 212	96,8	40	3,2	1 252	1 428
13 560	97,6	332	2,4	13 892	15 881
6 172	84,1	1 165	15,9	7 337	8 235
2 751	6,6	38 634	93,4	41 385	46 212
5 735	58,0	4 157	42,0	9 892	10 248
49 954	97,3	1 394	2,7	51 348	56 578
40 227	69,0	18 043	31,0	58 270	63 089
10 325	97,9	217	2,1	10 542	11 931
6 696	98,9	72	1,1	6 768	8 074
15 769	98,9	175	1,1	15 944	17 930
22 424	99,2	184	0,8	22 608	26 053
651	99,4	4	0,6	655	928
1 064	95,3	52	4,7	1 116	1 449
1 354	75,4	442	24,6	1 796	1 899
182 891	73,8	64 924	26,2	247 815	275 787
183 913	73,5	66 350	26,5	250 263	266 865
Anglo-phones	Francophones ^a		Anglophones ^a		Total ^b
N.	%	N.	%	N.	Total ^b
5 665	2,7	1 309	2,7	35	1 416
15 398	2,4	14 197	2,4	337	15 398
8 022	17,6	7 589	17,6	1 334	8 022
45 091	6,0	39 838	6,0	5 559	45 091
13 595	3,0	13 354	3,0	5 559	13 595
55 340	30,8	53 561	30,8	1 582	55 340
56 159	97,9	53 561	97,9	16 487	56 159
11 417	98,9	11 417	98,9	215	11 417
7 755	98,9	7 755	98,9	77	7 755
17 556	98,9	17 556	98,9	179	17 556
25 273	99,2	23 490	99,2	183	25 273
950	99,4	735	99,4	9	950
1 409	95,3	1 114	95,3	48	1 409
1 819	75,4	1 749	75,4	445	1 819

la dernière langue officielle de l'employé.
ans 27 972 cas en 1978 et 16 602 en 1979, la dernière langue officielle de l'employé n'est pas
écrite.
Source : Ministère des Approvisionnements et
Services

Tableau 2

Lieu de travail (Canada et étranger) et sexe

Répartition, en nombre et pourcentage, des employés selon le lieu de travail et le sexe, 1978 et 1979

Lieu de travail	1978		1979	
	Hommes	Femmes	Hommes	Femmes
Total ^a	N.	N.	N.	N.
%				

Terre-Neuve	4 503	76,9	1 349	23,1	5 852	100,0	4 424	78,1	1 241	21,9	5 665	100,0
Ile-du-Prince-Édouard	1 097	76,8	331	23,2	1 428	100,0	1 080	76,3	336	23,7	1 416	100,0
Nouvelle-Écosse	12 312	77,5	3 569	22,5	15 881	100,0	11 911	77,4	3 487	22,6	15 398	100,0
Nouveau-Brunswick	5 894	71,6	2 341	28,4	8 235	100,0	5 628	70,2	2 394	29,8	8 022	100,0
Québec (sauf R.C.N.)	33 440	72,4	12 771	27,6	46 212	100,0	32 500	72,1	12 590	27,9	45 091	100,0
Ontario (sauf R.C.N.)	37 771	66,8	18 806	33,2	56 578	100,0	36 553	66,1	18 787	33,9	55 340	100,0
Ontario (R.C.N.)	36 445	57,8	26 644	42,2	63 089	100,0	32 691	58,2	23 467	41,8	56 159	100,0
Manitoba	7 546	63,2	4 385	36,8	11 931	100,0	7 163	62,7	4 254	37,3	11 417	100,0
Saskatchewan	5 063	62,7	3 011	37,3	8 074	100,0	4 758	61,4	2 997	38,6	7 755	100,0
Alberta	10 864	60,6	7 066	39,4	17 930	100,0	10 385	59,2	7 171	40,8	17 556	100,0
Colombie-Britannique	17 801	68,3	8 252	31,7	26 053	100,0	16 982	67,2	8 291	32,8	25 273	100,0
Yukon	480	51,7	448	48,3	928	100,0	470	49,5	479	50,4	950	100,0
Territoires du Nord-Ouest	870	60,0	579	40,0	1 449	100,0	816	57,9	593	42,1	1 409	100,0
Étranger	1 452	76,5	447	23,5	1 899	100,0	1 414	77,7	403	22,2	1 819	100,0
Total	181 462	65,8	94 323	34,2	275 787	100,0	174 435	65,4	92 425	34,6	266 865	100,0

Dans 2 cas en 1978 et 5 en 1979, les documents de paye ne précisent pas le sexe de l'employé.

Source : Ministère des Approvisionnements et Services

Tableau 1				
Modalité d'emploi				
Répartition, en nombre, des employés selon la modalité d'emploi, 1976 à 1979				
Modalité d'emploi				
Plein temps				
• Période indéterminée	251 503	253 274	249 915	240 213
• Saisonnier	1 585	1 591	1 321	1 273
• Période déterminée	15 472	16 769	15 459	14 197
Total	268 560	271 634	266 695	255 683
Temps partiel				
• Période indéterminée	8 705	8 189	8 832	10 769
• Saisonnier	1	2	8	15
• Période déterminée	45	54	252	398
Total	8 751	8 245	9 092	11 182
Grand total	277 311	279 879	275 787	266 865
Note : Les personnes embauchées pour une période de moins de 6 mois sont exclues des statistiques dont rendent compte les tableaux. En 1979, on note un maximum de 19 819 en juillet et un minimum de 9 979 en novembre; la moyenne mensuelle s'établissant à 14 293.				
Source : Ministère des Approvisionnements et Services				

34,6 %); 47,3 % de toutes les mutations latérales ont été accordées aux femmes et 29,8 % aux Francophones (tableaux 43 et 44).

durée déterminée, connaissent la plus forte hausse (18 %), leur nombre étant passé de 6 102 en 1978 à 7 216 en 1979 (tableau 62).

En 1979, le taux de départ chez les femmes (47 %) a encore été supérieur à leur taux de participation (34,6 %) (tableau 63).

En 1979, les Francophones quittent la Fonction publique à un taux de 20,9 %, leur taux bien inférieur à celui de leur participation qui se situe à 26,5 % (tableau 64).

La plupart des nominations, y compris les postes pour lesquels la connaissance de l'anglais est essentielle (62,9 % en 1979 comparativement à 60 % en 1978); 16 % sont des nominations à des postes bilingues et 12,5 % représentent des postes pour lesquels la connaissance du français est essentielle. Les autres 8,6 % sont des nominations à des postes exigeant la connaissance de l'une ou l'autre langue officielle, sans distinction (tableau 48).

Les nominations à des postes bilingues représentent 17,3 % de toutes les nominations au sein de la Fonction publique et 6,9 % de toutes les nominations à la Fonction publique (tableau 48).

En 1979, pour chaque femme qui obtenait une promotion, trois acceptaient une mutation latérale (y compris une reconduction d'une nomination pour une période déterminée). Chez les hommes, la proportion a été de deux mutations latérales pour chaque promotion (tableau 43).

Dans les ministères, une mutation sur douze est une mutation interministérielle; les employés sont plus susceptibles de changer de ministère par suite d'une mutation que d'une promotion dans une proportion inférieure à 3 pour 1 (tableau 42).

En 1979, la plupart des reconductions de nomination pour une période déterminée ont été accordées à des employés des catégories Soutien administratif et Exploitation; c'est-à-dire 13 118 et 5 895 employés respectivement (tableau 41).

Cessations d'emploi

Le nombre des cessations d'emploi a augmenté de 2,3 %, étant passé de 36 612 en 1978 à 37 443 en 1979. Toutefois ces données incluent les mises en disponibilité. Si l'on exclut les départs consécutifs à la fin d'un emploi de durée déterminée, les départs ont connu une hausse de 10,4 % en 1979. Les démissions représentaient 65 % de toutes les cessations d'emploi en 1979 et en 1978, exception faite des départs consécutifs à la fin d'un emploi de durée déterminée (tableaux 60 et 62).

Les mises à la retraite, qui représentent près du quart de tous les départs, excepté

tion faite de l'achèvement des emplois de

Faits saillants

L'effectif
L'effectif de la Fonction publique est passé de 275 787 en 1978 à 266 865 en 1979 (tableau 1), soit une diminution de 3,2 %. Une partie de cette baisse (1 039 emplois) étant due aux corrections apportées au sous-groupe B du groupe Opérations postales (RV), la réduction nette de l'effectif s'établit donc à 7 883 employés ou 2,9 %.

Le nombre d'employés à plein temps nommés pour une période indéterminée accuse une baisse de 9 702 employés ou 3,9 % (3,5 % suite aux corrections sus-mentionnées); par ailleurs, le nombre d'employés à temps partiel a connu une hausse de 23 % (tableau 1).

La réduction de l'effectif s'est manifestée également d'un bout à l'autre du pays, saut dans la Région de la capitale nationale (R.C.N.), qui a été plus durement touchée par les mesures de restriction. Dans la R.C.N., le nombre d'agents est tombé à 35 279, soit une baisse de 5 %, et le personnel de la catégorie Soutien administratif comptait 26 464 employés, soit une diminution de 5,8 % (tableau 12).

C'est dans les catégories Scientifiques et spécialistes et Soutien administratif que les réductions d'effectif ont été les plus marquées, c'est-à-dire 4,8 % et 4,1 % respectivement (tableau 12).

Les groupes professionnels dont l'effectif a le plus diminué sont : Sciences forestières (23,5 %); Art dentaire (19,4 %); Architectes (14,3 %); Economie, sociologie et statistique (10 %) (tableaux 16 et 17).

La catégorie Haute direction affiche une croissance de 1,4 %, l'effectif étant passé de 1 321 en 1978 à 1 339 en 1979 (tableaux 18 et 19).

Selon les données sur le sexe, la réduction a été de 3,9 % (7 027) chez les hommes et de 2 % (1 898) chez les femmes. La représentation générale des femmes était de 34,6 % en 1979, comparativement à 34,2 % en 1978 (tableau 14).

La participation des Francophones, calculée en fonction du nombre d'employés dont le groupe linguistique est connu, a été portée à 26,5 %, soit une augmentation de 0,3 % par rapport à 1978 (tableau 15).

Nominations

Les Francophones occupant des postes assimilés à la catégorie Haute direction (SX) sont passés de 39 en 1978 à 46 en 1979, soit une augmentation de 18 % (tableau 19).

Environ la moitié des 41 ministères ou organismes ayant un effectif SX y comptent des femmes (tableau 20).

Le nombre total de nominations en 1978 était de 133 534 par rapport à celui de 1979 qui s'élevait à 114 049, soit une baisse de 19 485 ou 14,6 % (tableau 40).

Les nominations à la Fonction publique ont diminué de 20 %, passant de 19 225 en 1978 à 15 293 en 1979 (tableau 40).

Les nominations pour une période déterminée minée à la Fonction publique ont accusé la plus forte baisse étant passées de 5 487 en 1978 à 3 137 en 1979, soit une chute de 43 %. En 1979, les nominations pour une période déterminée ont représenté 20,5 % de toutes les nominations à la Fonction publique (tableau 40).

Comparativement à 1978, les nominations à la Fonction publique à des postes à plein temps pour une période indéterminée ont fléchi de 17,7 % et les nominations à la Fonction publique à des postes à temps partiel ont augmenté de 15 % (tableau 40).

Les promotions ont diminué de 20 % (passant de 33 949 en 1978 à 27 077 en 1979) et représentent plus du tiers de la diminution de l'ensemble des nominations au sein de la Fonction publique en 1979 (tableau 41).

Les promotions interministérielles comptent pour 4,3 % de toutes les promotions et 13,3 % comportent un changement de groupe ou de sous-groupe (tableau 42).

De toutes les nominations (98 756), 31 % ont touché des fonctionnaires qui ont soumis leur candidature après avoir consulté un avis de concours (tableau 45).

Les Francophones ont obtenu 25,2 % de toutes les promotions (proportion légèrement inférieure à leur taux de participation qui est de 26,5 %) et les femmes, 43,5 % (proportion de beaucoup supérieure à leur taux de participation qui se situe à

Méthodes de sélection et droit d'appel

Méthode de sélection ouvrant droit à un appel : Conformément à l'article 21 de la Loi sur l'emploi dans la Fonction publique, certaines méthodes de sélection peuvent donner lieu à un appel.

Méthode de sélection ayant fait l'objet d'un appel : Méthode de sélection ouvrant droit à un appel et à l'égard de laquelle au moins un appel a été interjeté.

Dispositif des décisions des appels : Un appel peut être accueilli ou rejeté, ou encore le comité d'appel peut décider qu'il n'a pas la compétence pour en juger.

Langues officielles et dotation en personnel

Région linguistique : Le document Les langues officielles dans la Fonction publique—Déclarations de politiques, distingue les régions linguistiques suivantes : unilingue à majorité francophone; régions bilingues à majorité anglophone; unilingue à majorité francophone; Région de la capitale nationale; Québec; Région de la capitale nationale; Nouveau-Brunswick ainsi que le Nord et l'Est de l'Ontario.

Situation linguistique du titulaire : La situation linguistique indique si le titulaire satisfait, doit satisfaire ou n'a pas à satisfaire aux exigences linguistiques du poste.

Statut linguistique du poste : Le statut indique la description linguistique de chaque poste qui peut être bilingue, anglais essentiel, français essentiel ou anglais ou français essentiel.

Poste impérativement bilingue : Poste où les candidats doivent satisfaire aux exigences linguistiques, au moment de leur nomination.

Poste non impérativement bilingue :

Poste où même les candidats qui ne satisfont pas aux exigences linguistiques peuvent y être nommés :

- s'ils sont admissibles aux cours de langue offerts aux frais de l'État et s'engagent par écrit à devenir bilingues avant la fin de la période d'exemption; ou à accepter une mutation à un poste pour lequel ils sont qualifiés s'ils ne satisfont pas aux exigences linguistiques avant la fin de la période d'exemption;
- si, avant le 6 avril 1966, ils avaient dix années consécutives de service à leur crédit et ont, depuis, occupé un emploi de façon continue; ou s'ils étaient âgés d'au moins 55 ans le 31 octobre 1977 et sont maintenant au service de la G.R.C., d'une société de la Couronne, d'une commission ou d'un organisme.

Profil linguistique : Le profil linguistique est exprimé par une série de lettres qui indiquent le niveau de compétence requis en langue seconde dans les quatre habiletés : lire, écrire, comprendre et parler. Les quatre premières lettres de la série indiquent le niveau de compétence requis en français.

Cessations d'emploi

Cessations d'emploi : Les fonctionnaires peuvent quitter la Fonction publique pour divers motifs tels les démissions, les retraits. On compte également parmi les cessations d'emploi, les démissions d'employés qui passent à des organismes gouvernementaux non assujettis à la Loi sur l'emploi dans la Fonction publique.

Renvoi pour incompétence ou incapacité : Conformément à l'article 31 de la Loi sur l'emploi dans la Fonction publique, « ...lorsque, de l'avis du sous-chef, un employé est incompétent dans l'exercice des fonctions de son poste, ou qu'il est incapable de remplir ces fonctions, ... » le sous-chef peut recommander à la Commission de le renvoyer. Cette recommandation peut être contestée par l'employé devant un comité établi par la Commission de la Fonction publique.

Mise en disponibilité : Conformément à l'article 29 de la Loi sur l'emploi dans la Fonction publique, lorsque les services d'un employé ne sont plus requis en raison d'une pénurie de travail ou de la suppression d'une fonction, le sous-chef peut, conformément aux règlements de la Commission, mettre l'employé en disponibilité. Cette décision est sans appel.

d'acquiescer ses pouvoirs de nomination aux ministères, sauf les pouvoirs de nomination des cadres de direction qui lui sont exclusifs.

Nomination à la Fonction publique : Nomination de personnes de l'extérieur ou de personnes travaillant dans un organisme gouvernemental qui n'est pas régi par la Loi sur l'emploi dans la Fonction publique.

Nomination au sein de la Fonction publique : Nominations intraministérielles ou interministérielles dans les ministères et organismes régis par la Loi sur l'emploi dans la Fonction publique.

Assimilés à la catégorie Haute direction : Le Manuel de gestion du personnel du Conseil du Trésor, annexe A, pages 1 et 2, les répertorie comme suit :

Groupe professionnel	
Niveau	
6	Agriculture
8,9	Architecture
6	Chimie
3	Droit
8	Économie, sociologie et statistique
7	Enseignement-Services d'enseignement
5,6,7	Enseignement universitaire
7,8	Génie et arpentage-Arpentage
7,8	Génie et arpentage-Génie
1	Mathématiques-Statisticien principal
4,5	Médecine-Officier de santé
6	Médecine vétérinaire
9	Météorologie
5	Recherche historique
3	Recherche scientifique-Chargé de recherches
10	Réglementation scientifique
6	Sciences biologiques
5	Sciences forestières
6	Sciences physiques
7,8	Service scientifique de la défense
6	Service social-Bien-être social
7	Vérification

Mobilité géographique : Déplacement d'un employé d'une région à une autre, parmi les suivantes : les dix provinces; la Région de la capitale nationale; les Territoires du Nord-Ouest; le Yukon; et l'étranger.

Mobilité professionnelle : Déplacement d'un employé d'un ministère à un autre, ou au sein du même ministère, à un autre

groupe ou sous-groupe professionnel ou à une autre modalité d'emploi; par exemple conversion d'une nomination pour une période déterminée en une nomination pour une période indéterminée.

Modalités de nominations

Promotion : Nomination d'un employé à un poste de niveau supérieur, au sein du même groupe et sous-groupe professionnel ou de tout autre groupe dont le taux de traitement annuel maximal, tel qu'indiqué sur la formule de dotation en personnel, est supérieur d'au moins un dollar à celui de son ancien poste.

Mutation latérale : Nomination d'un employé à un autre poste du même niveau professionnel ou de tout autre groupe ou sous-groupe professionnel dont le taux de traitement annuel maximal, tel qu'indiqué sur la formule de dotation en personnel, est identique à celui du poste que l'employé occupait immédiatement avant la nomination.

Mutation régressive : Nomination d'un employé à un poste de niveau inférieur à celui qu'il occupait au sein du même groupe et sous-groupe professionnels ou de tout autre groupe ou sous-groupe professionnel dont le taux de traitement annuel maximal, tel qu'indiqué sur la formule de dotation en personnel, est inférieure d'au moins un dollar à celui de son ancien poste.

Rétrogradation : Nomination d'un employé à un poste dont le taux de traitement maximal est inférieur à celui de son ancien poste, pour des raisons d'incapacité ou d'incapacité ministérielle, conformément à l'article 31 de la Loi sur l'emploi dans la Fonction publique.

Reconduction d'une nomination pour une période déterminée : Nomination, pour une période déterminée d'au moins six mois, d'un employé qui avait déjà été nommé pour une période déterminée, à un poste dont le groupe, le sous-groupe et le niveau sont identiques à ceux du poste qu'il occupait immédiatement avant la nomination.

Reclassification : Réévaluation du poste d'un employé qui résulte en une modification des niveaux, groupe ou catégorie auxquels le poste appartenait. Une fois reclassifié, un poste occupé voit son titulaire nommé aux nouveaux niveaux, groupe ou catégorie.

Modalités d'emploi

Emploi pour une période indéterminée : Nomination à un poste à plein temps ou à temps partiel dont la durée est déterminée.

Emploi à temps partiel : Emploi où le nombre d'heures de travail sera, régulièrement, supérieur à 15 heures par semaine, mais inférieur au nombre d'heures prescrites par la convention collective, par l'employeur.

Emploi à plein temps : Emploi où le titulaire est tenu à la semaine de travail normale prescrite par la convention collective ou, si l'employé est exclu de la négociation collective, par l'employeur.

Emploi saisonnier : Emploi d'une période indéterminée ou déterminée où le titulaire ne travaille que pendant certaines périodes de l'année.

Méthodes de sélection

Sélection avec concours : Sélection de candidats faite suite à l'affichage d'un avis de concours ou à la consultation de répertoires.

Sélection sans concours : Sélection par voie de reclassement, mutation, rétrogradation, promotion, ou nomination prioritaire. Les employés nommés pour une période indéterminée et avisés de leur statut et, de ce fait, se voit accorder les droits des employés mis en disponibilité par lesquels la Commission peut étudier la possibilité de les nommer sans concours et après avoir pris en considération les employés en congé et les membres des cabinets de ministres, à tout poste de la Fonction publique pour lequel la Commission les juge qualifiés.

Concours restreint : Concours ouvert uniquement aux personnes qui font déjà partie de la Fonction publique. Les candidats sont invités à répondre à un avis de concours annonçant les postes à pourvoir ou sont identifiés au moyen d'un répertoire d'emploies admissibles.

La définition du groupe linguistique varie selon la source des données. Les données sur la première langue officielle des employés sont le résultat de l'intégration des renseignements fournis par les listes de paye et les registres du régime de pension de retraite du ministère des Approvisionnements et Services ainsi que par le Système d'information des langues officielles du Secrétaire du Conseil du Trésor. Les données sur la langue de travail préférée pour ce qui regarde les nominations et les cessations d'emploi proviennent d'indéterminée, comme c'était le cas les années précédentes. La même opération s'applique aux chiffres de 1979.

Sources de données

Chaque année, de nouveaux efforts sont déployés pour contrôler les données fournies par les ministères. À cette fin, la Commission normalise les définitions des termes pour assurer la cohérence des données du rapport annuel, met en œuvre de nouveaux systèmes de données pour permettre le contrôle des domaines ou des renseignements sont requis et établit des statistiques d'après des chiffres obtenus de différentes sources.

Effectif et nominations

Les statistiques sur l'effectif sont fondées principalement sur les listes de paye et les registres du régime de pension de retraite du ministère des Approvisionnements et Services, au 31 décembre 1979. Les données portant sur la catégorie Haute direction et assimilés proviennent du Système de traitement des données sur la Haute direction et du Permatri de la Commission. En général, les données relatives aux nominations, aux cessations d'emploi, aux appels et à la formation sont extraites des registres de la Commission et ne sont publiées que si des documents à ces sujets ont été reçus et traités au cours de l'année. Les statistiques sur les nominations et les cessations d'emploi, exception faite des mises en disponibilité, sont tirées des documents reçus et traités par les services du personnel de la Commission en 1979. Les renseignements sur les langues officielles du Secrétaire du Conseil du Trésor.

Quant aux données sur la catégorie Haute direction et assimilés, elles proviennent des registres de la Commission de la Fonction publique. Les chiffres sur les nominations par groupe linguistique sont tirés des données sur la langue de travail préférée que possède la Commission. Dans 651 cas en 1979 et 1 041 en 1978, les documents de nomination ne précisaient pas la langue de travail préférée des employés.

En 1979, les données sur les cessations d'emploi ont été établies systématiquement d'après la langue de travail préférée des employés. En 1978 cependant, un certain nombre de dossiers indiquaient la première langue officielle des employés d'après les données du Silió. Tous les chiffres et les pourcentages des tableaux relatifs aux groupes linguistiques ont été calculés d'après l'effectif connu et non pas d'après le nombre total réel d'employés.

Nouveaux systèmes de données

Le système de traitement des données sur la Haute direction

En 1978, afin de respecter les besoins en planification des ressources humaines, la Direction générale des programmes de la Haute direction établissait une base de données informatisées connectée à un ordinateur. À cette époque, les renseignements jugés essentiels à la planification des ressources humaines étaient codés par la direction générale, pour ce qui est de la plupart des cadres de direction (SX) de la planification fédérale. Toutefois, étant donné que la définition des cadres de direction est établie d'après la Loi sur l'emploi dans la Fonction publique, seuls les cadres de direction régis par cette Loi sont reportés dans le Système de traitement des données sur la Haute direction. C'est pourquoi les cadres de direction d'organismes comme la Commission de la capitale nationale n'en font pas partie. De plus, les SX sont inscrits selon le niveau du poste occupé; un SX-1 qui occupe un poste de SX-2 est donc inscrit comme

Groupe linguistique

Trésor.

Le registre a été établi afin de fournir une source plus sûre de données statistiques sur les bénéficiaires de priorités administratives et statutaires. Une priorité administrative constitue un droit de considération préalable aux fins de nomination conformément à la politique de la Commission de la Fonction publique. Ce type de priorité est accordé aux employés déclarés excédentaires ou à ceux qui n'ont pas réussi leur cours de langue. Une priorité statutaire constitue un droit semblable, aux termes de la Loi, et est accordée aux employés mis en disponibilité. Les données sur les cessations d'emploi suite à une mise en disponibilité proviennent de ce registre plutôt que des formules de départ, comme c'était le cas par le passé.

■ Définitions

Organe de nomination : En vertu de l'article 6(1) de la Loi sur l'emploi dans la Fonction publique, la Commission peut

Renseignements sur l'effectif

Le présent volume du rapport annuel fournit des statistiques précises sur les fonctionnaires fédéraux régis par la *Loi sur l'emploi dans la Fonction publique* (L.E.F.P.). Les données fournies renseignent sur la répartition des fonctionnaires par modalité d'emploi, ministère, lieu de travail, sexe, groupe linguistique, groupe d'âge, traitement, catégorie et groupe professionnel; elles concernent également les nominations, cessations d'emploi et appels, la formation professionnelle, la formation des cadres et la formation linguistique.

Telle qu'elle est ici entendue, la *Fonction publique* exclut les employés nommés en vertu de la L.E.F.P. pour une période déterminée de moins de six mois, le personnel nommé par le gouverneur en conseil, notamment les sous-chefs, le personnel des ministères, les membres de la Gendarmerie royale du Canada (G.R.C.) et des Forces armées canadiennes, les employés des sociétés de la Couronne, comme Air Canada, et de certains organismes fédéraux, comme le Conseil national de recherches du Canada. Elle comprend toutefois les employés civils du ministère de la Défense nationale et ceux de la G.R.C. Le gouvernement fédéral emploie en tout 576 826 personnes, dont moins de la moitié appartenant à la *Fonction publique* proprement dite selon la définition susmentionnée.

Les lois et règlements fédéraux créent différentes populations d'employés fédéraux. Par exemple, chacune des lois suivantes délimite des effectifs qui, bien que différents, chevauchent :

- l'Annexe 1 et 2 de la *Loi sur les relations de travail dans la Fonction publique*;
- la *Loi sur l'administration financière*;
- la *Loi sur l'emploi dans la Fonction publique*;
- la *Loi sur la pension de la Fonction publique* et d'autres lois sur les pensions;
- la *Loi sur les langues officielles*.

Les comparaisons entre les données du rapport annuel et celles publiées notamment par Statistique Canada et le Secrétaire au Conseil du Trésor doivent être marquées au coin de la prudence, car les effectifs visés peuvent varier.

Fluctuations de l'effectif

L'effectif de la *Fonction publique*, régi par la L.E.F.P., fluctue d'année en année, avec l'admission ou l'exclusion de commissions

ou organismes, et de certains types ou groupes d'employés. De plus, des changements de définitions peuvent influencer les données relatives aux nominations et aux cessations d'emploi et produire de légères différences. Ces dernières, souvent peu significatives sur le plan statistique, doivent être prises en considération dans la comparaison des données d'une année à l'autre. Elles sont toutefois signalées dans les tableaux statistiques, au besoin, et doivent être prises en considération dans la comparaison des données du présent rapport à celles des rapports précédents.

Le nombre de personnes nommées à la *Fonction publique* en 1979, ajouté au nombre d'employés en 1978, moins le nombre de cessations d'emploi de 1979 ne correspond pas à l'effectif de 1979. Cet écart s'explique par le fait qu'au cours des trois dernières années, y compris 1979, de 10 000 à 15 000 nominations à la *Fonction publique* pour une période déterminée de moins de six mois n'ont pas été considérées, pour des raisons administratives d'ordre pratique. Toutefois, si ces employés font l'objet d'une nouvelle nomination et franchissent le cap des six mois de service, leur nomination est considérée comme une nomination au sein de la *Fonction publique*.

Les rapports annuels précédents indiquent que les employés nommés pour une période déterminée de moins de six mois n'étaient pas compris dans les statistiques publiées. Or, des recherches récentes ont révélé qu'un certain nombre de ces employés avaient, par inadvertance, été inclus. Il a donc fallu réviser les chiffres officiels de 1976, 1977 et 1978 afin d'exclure ces employés qui représentaient environ un pour cent par année de tout l'effectif assujéti à la L.E.F.P.

Le sous-groupe B du groupe d'opérations postales (RV) était mal défini depuis 1976. Son effectif aurait dû être de 4 568 en 1976, de 4 848 en 1977 et de 4 888 en 1978. Les chiffres de 1979 ont été révisés en fonction de la bonne définition. Il faut toutefois noter qu'en ce qui concerne la diminution de l'effectif de la *Fonction publique* en 1979, 1 039 cas découlaient de la correction apportée au nombre des employés de ce sous-groupe.

Dans les statistiques révisées de 1977 et 1978, les documents de nomination ne précisaient pas la modalité d'emploi de quelque 4 000 employés. Une enquête a révélé que la majorité d'entre eux occupaient un poste à plein temps pour une

Tableaux		Page
Nominations et modalité d'emploi	46	49
Nominations, provenance et catégorie professionnelle	47	50
Nominations, provenance et mobilité professionnelle	48	58
Nominations, mobilité géographique et sexe	49	64
Nominations, mobilité géographique et groupe linguistique	50	68
Nominations, provenance et mode de sélection	51	72
Nominations et postes non impérativement bilingues	49	82
Nominations et postes du poste et groupe linguistique	50	83
Nominations, statut linguistique des postes	51	84
Nominations, statut linguistique des postes et Région de la capitale nationale	52	85
Nominations, statut linguistique des postes	53	86
Nominations, statut linguistique des postes et Région de la capitale nationale	54	87
Nominations, statut linguistique des postes et Région de la capitale nationale	55	88
Nominations, statut linguistique des postes et Région de la capitale nationale	56	89
Nominations, statut linguistique des postes et Région de la capitale nationale	57	90
Nominations, statut linguistique des postes et Région de la capitale nationale	58	91
Nominations, statut linguistique des postes et Région de la capitale nationale	59	92
Nominations, statut linguistique des postes et Région de la capitale nationale	60	93
Nominations, statut linguistique des postes et Région de la capitale nationale	61	94
Nominations, statut linguistique des postes et Région de la capitale nationale	62	95
Nominations, statut linguistique des postes et Région de la capitale nationale	63	96
Nominations, statut linguistique des postes et Région de la capitale nationale	64	97
Nominations, statut linguistique des postes et Région de la capitale nationale	65	98
Nominations, statut linguistique des postes et Région de la capitale nationale	66	99
Nominations, statut linguistique des postes et Région de la capitale nationale	67	100
Nominations, statut linguistique des postes et Région de la capitale nationale	68	101
Nominations, statut linguistique des postes et Région de la capitale nationale	69	102
Nominations, statut linguistique des postes et Région de la capitale nationale	70	103
Nominations, statut linguistique des postes et Région de la capitale nationale	71	104
Nominations, statut linguistique des postes et Région de la capitale nationale	72	105
Nominations, statut linguistique des postes et Région de la capitale nationale	73	106
Nominations, statut linguistique des postes et Région de la capitale nationale	74	107
Nominations, statut linguistique des postes et Région de la capitale nationale	75	108
Nominations, statut linguistique des postes et Région de la capitale nationale	76	109
Nominations, statut linguistique des postes et Région de la capitale nationale	77	110
Nominations, statut linguistique des postes et Région de la capitale nationale	78	111
Nominations, statut linguistique des postes et Région de la capitale nationale	79	112
Nominations, statut linguistique des postes et Région de la capitale nationale	80	113
Nominations, statut linguistique des postes et Région de la capitale nationale	81	114
Nominations, statut linguistique des postes et Région de la capitale nationale	82	115
Nominations, statut linguistique des postes et Région de la capitale nationale	83	116
Nominations, statut linguistique des postes et Région de la capitale nationale	84	117
Nominations, statut linguistique des postes et Région de la capitale nationale	85	118
Nominations, statut linguistique des postes et Région de la capitale nationale	86	119
Nominations, statut linguistique des postes et Région de la capitale nationale	87	120
Nominations, statut linguistique des postes et Région de la capitale nationale	88	121
Nominations, statut linguistique des postes et Région de la capitale nationale	89	122
Nominations, statut linguistique des postes et Région de la capitale nationale	90	123
Nominations, statut linguistique des postes et Région de la capitale nationale	91	124
Nominations, statut linguistique des postes et Région de la capitale nationale	92	125
Nominations, statut linguistique des postes et Région de la capitale nationale	93	126
Nominations, statut linguistique des postes et Région de la capitale nationale	94	127
Nominations, statut linguistique des postes et Région de la capitale nationale	95	128
Nominations, statut linguistique des postes et Région de la capitale nationale	96	129
Nominations, statut linguistique des postes et Région de la capitale nationale	97	130
Nominations, statut linguistique des postes et Région de la capitale nationale	98	131
Nominations, statut linguistique des postes et Région de la capitale nationale	99	132
Nominations, statut linguistique des postes et Région de la capitale nationale	100	133

Table des matières

Note technique

Faits saillants

Effectifs

Tableaux

Page	
1	Modalité d'emploi
2	Lieu de travail (Canada et étranger) et sexe
3	Lieu de travail (Canada et étranger) et groupe linguistique
4	Lieu de travail (agglomérations et localités) et sexe
5	Lieu de travail (agglomérations et localités) et groupe linguistique
6	Ministère d'affectation et sexe
7	Ministère d'affectation et groupe linguistique
8	Age et sexe
9	Age et groupe linguistique
10	Traitement annuel et sexe
11	Traitement annuel et groupe linguistique

Effectifs et catégories professionnelles

Tableaux

Page

12	Catégorie professionnelle et lieu de travail	14
13	Catégorie professionnelle et Région de la capitale nationale	14
14	Catégorie professionnelle, modalité d'emploi et sexe	16
15	Catégorie professionnelle, modalité d'emploi et groupe linguistique	18
16	Catégorie, groupe professionnels et sexe	22
17	Catégorie, groupe professionnels et groupe linguistique	25
18	Catégorie Haute direction, SX intermédiaires, assimilés et sexe	28
19	Catégorie Haute direction, SX intermédiaires, assimilés et groupe linguistique	28
20	Catégorie Haute direction et femmes	29
21	Groupes et niveaux assimilés à la catégorie Haute direction et femmes	30
22	Catégorie Scientifiques et spécialistes et femmes	31
23	Catégorie Administration et service extérieur et femmes	32
24	Catégorie Techniciens et femmes	33
25	Catégorie Soutien administratif et femmes	34
26	Catégorie Exploitation et femmes	35
27	Catégorie Haute direction et Francophones	36
28	Groupes et niveaux assimilés à la catégorie Haute direction et Francophones	37
29	Catégorie Scientifiques et spécialistes et Francophones	29
30	Catégorie Administration et service extérieur et Francophones	30
31	Catégorie Techniciens et Francophones	31
32	Catégorie Soutien administratif et Francophones	32
33	Catégorie Exploitation et Francophones	33
34	Graphiques	34
35	Variation des effectifs	35
36	Catégorie professionnelle et sexe	36

Effectifs et langues officielles

Tableaux

Page

34	Statut linguistique du poste, région linguistique et groupe linguistique	43
35	Statut linguistique du poste, catégorie professionnelle et groupe linguistique	44
36	Statut linguistique du poste, catégorie professionnelle, groupe linguistique et Région de la capitale nationale	45
37	Postes bilingues, région linguistique et niveau de compétence requis en langue seconde	46
38	Postes bilingues, catégorie professionnelle et niveau de compétence requis en langue seconde	47
39	Postes bilingues, catégorie professionnelle, niveau de compétence requis en langue seconde et Région de la capitale nationale	48

Avertissement

La Loi sur l'emploi dans la Fonction publique exige que la Commission de la Fonction publique rende compte tous les ans de ses activités au Parlement. Pour 1979 la Commission a décidé que son rapport ferait l'objet de deux volumes. Le volume 1 mettait en lumière les activités qu'elle a exercées au cours de l'année civile dans chacun des domaines de sa compétence. Le présent volume fournit toutes les données statistiques étayant les analyses formulées dans le premier.

L'ensemble de ces deux publications constitue le rapport annuel 1979 de la Commission de la Fonction publique du Canada.

Pour plus de renseignements sur les statistiques, veuillez vous adresser à la

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Commission de la Fonction publique
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Volume 2
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